

uPHONGOLO

MUNISIPALITEIT / MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN

2012/13 – 16/17

JUNE 2012

uPhongolo Local Municipality will evolve into a dynamic socio-economically driven environment through sustainable service delivery

PREPARED BY THE uPHONGOLO MUNICIPALITY

CONTACT PERSON:

Mr. M Zondo
Acting Municipal Manager
uPhongolo Municipality
PO Box 191
PONGOLA
3170

Tel No: 034 – 413 1223

TABLE OF CONTENTS

A. EXECUTIVE SUMMARY.....	14
1. Introduction.....	14
2. Overview of uPhongolo Municipality.....	15
2.1 Administrative Entities	18
2.2 Comparative Advantage Areas.....	18
3. Key Challenges.....	19
4. Vision, Mission and Values.....	20
5. 5 Year Strategic Plan.....	29
6. List of Projects with Budgeted Figures.....	30
B. PREPERATION.....	36
1. Process Plan.....	36
2. Framework Plan.....	36
3. Consultation Process and Dates.....	36
C. SITUATIONAL ANALYSIS.....	38
1.1 Legal strategy and Policy Framework Analysis.....	38
1.1.1 The Municipal Systems Act, 2000 (Act No. 32 of 2000) MSA.....	38
1.1.2 National Spatial Development Perspective (NSDP)	40
1.1.3 New Growth Path: The Framework.....	42
1.1.4 Breaking Ground: From Housing to Sustainable Human Settlements.....	50
1.1.5 Comprehensive Rural Development Programme (CRDP)	53
1.2 Draft National Strategy on Sustainable Development and Action Plan.....	57
1.3 The Draft Spatial Planning and Land use Management Bill 2011.....	60
1.3.1 National Environmental Management Act (Act 107 of 1998) NEMA.....	62
1.3.2 Environment Conservation Act (Act 73 of 1989)	66
1.3.3 National Environmental Management: Biodiversity Act (Act 10 of 2004)	66
1.3.4 National Environmental Management: Protected Areas Act (Act 57 of 2003)	67
1.3.5 National Environmental Management: Waste Act (Act 59 of 2008) NEMA.....	67
1.3.6 National Water Act (Act 36 of 1998)	68

1.3.7	KwaZulu-Natal Provincial Growth and Development Strategy (PGDS)	68
1.3.7.1	Introduction and Purpose.....	68
1.3.7.2	Spatial Rationale.....	69
1.3.7.2.1	Spatial Vision and Approach.....	69
1.3.7.3	Spatial Principles.....	69
1.3.7.3.1	Principle of Environmental Planning.....	69
1.3.7.3.2	Principle of Economic Potential.....	69
1.3.7.3.3	Principle of Sustainable Communities.....	69
1.3.7.3.4	Principle of Local Self-Sufficiency.....	69
1.3.7.3.5	Principle of Spatial Conservation.....	70
1.3.7.3.6	Principle of Sustainable Rural livelihoods.....	70
1.3.7.3.7	Principle of Balanced Development.....	70
1.3.7.3.8	Principle of Accessibility.....	70
1.3.7.3.9	Principle of Co-ordinated Implementation.....	71
1.3.7.4	Spatial Variables.....	71
1.3.8	KwaZulu-Natal Spatial & Economic Development Strategy (PSEDS)	75
1.3.8.1	The Provincial Spatial & Economic Development Strategy Aim.....	75
1.3.8.2	Sukuma Sakke.....	76
1.3.9	National Policy: 12 Outcomes.....	77
1.3.9.1	12 Outcomes of Government - Role of Local Government.	77
1.4	Guiding Principles for Planning and Development.....	86
1.4.1	Status of Sector Plans and Policies.....	86
1.4.1.1	Municipal Policies.....	86
1.4.2	Municipal Sector Plans.....	87
2	Regional Context.....	88
2.1	Administrative Entities.....	90
2.2	Land Use.....	91
3	Demographic Characteristics.....	91
3.1	Population Size.....	92
3.2	Average Household Size.....	92
3.3	Gender Distribution.....	93
3.4	Age Distribution.....	93
3.5	Settlement Distribution.....	95
3.6	Education Levels.....	96

3.7	HIV/AIDS Scenarios.....	97
4	Institutional & Governance Analysis.....	97
4.1	Institutional	97
4.1.1	Organisational Structure.....	97
4.1.2	Decision Making Process.....	98
4.1.3	Communication (Internal/External)	99
4.1.4	Departmental Overview (Structure, Functions, Achievements and Challenges)....	99
4.1.4.1	Corporate Services.....	99
4.1.4.2	Community Services.....	108
4.1.4.3	Technical Department.....	110
4.1.4.4	Financial Department.....	112
4.2	Governance.....	116
4.2.1	IGR.....	116
4.2.2	Risk Management.....	116
4.2.3	Fraud & Corruption.....	116
4.2.4	Public Participation.....	116
4.2.5	Customer Satisfaction.....	116
5	Social and Community Development Analysis.....	118
5.1	Community Facilities Overview.....	118
5.2	Housing.....	127
5.3	Land Reform.....	136
5.4	Disaster Management.....	137
6	Economic Analysis.....	145
6.1	Main Economic Characteristics: LED Section.....	145
6.2	Employment.....	145
6.3	Occupation.....	146
6.4	Employment Sector.....	147
6.5	Income Category.....	147
6.6	LED Strategic Plan.....	148
6.6.1	Agriculture.....	149
6.6.2	Tourism.....	151
6.6.3	Industrial Development.....	152
6.6.4	Trade and Commerce.....	152
6.6.5	Transportation Sector.....	153

6.6.6	Construction Sector.....	153
6.7	Diagnostic Assessment of Economic Sectors.....	153
6.7.1	Comparative Advantage of Sectors in uPhongolo.....	154
6.7.2	Competitiveness of Sectors in uPhongolo.....	155
6.7.2.1	Commercial Sector in uPhongolo.....	156
6.7.2.2	Manufacturing Sector in uPhongolo.....	160
6.7.2.3	Transportation Sector.....	163
7	Environmental Analysis.....	175
7.1	Environmental Principles.....	175
7.2	Environmental Analysis.....	175
7.3	Environmental Key Issues.....	176
7.4	Priority Actions.....	181
8	Infrastructure Analysis.....	184
8.1	Water and Sanitation.....	184
8.2	Solid Waste.....	197
8.3	Electricity.....	197
8.4	Transport Network.....	200
8.5	Telecommunications.....	204
8.6	Cemeteries.....	205
9	Spatial Analysis.....	206
9.1	Role and Purpose of the SDF.....	206
9.2	Guiding Principles.....	207
9.3	Physical/Spatial Development Vision.....	207
9.4	Centre Strategy.....	208
9.5	Access, Development Corridors and Nodes.....	208
10	Financial Analysis.....	211
10.1	Financial Management Policies & Strategies.....	211
10.2	Capital Budget Analysis.....	214
10.3	Operational Budget Analysis.....	214
10.4	Auditor - General Reports & Responses Thereto.....	214
10.5	ZDM Financial Position & Implications.....	214
11	Performance Management Analysis.....	214
11.1	Institutional Arrangements.....	214
11.2	Data management and Capturing Arrangements.....	215

11.3	Organisational Performance Management Framework.....	215
11.4	Organisational Scorecard & Monitoring Analysis.....	216
11.5	Departmental Scorecard & Monitoring Analysis.....	216
11.6	Performance Management: SWOT Analysis.....	216
12	Key Challenges.....	217
12.1	Key Challenges.....	217
12.2	Tourism Related Key Issues.....	218
12.3	Demographic Key Issues.....	218
12.4	Transport Related Key Issues.....	218
12.5	Settlement Patterns.....	219
12.6	Economic Key Issues.....	219
12.7	Engineering Infrastructure Key Issues.....	220
12.8	Spatial Issues.....	220
12.9	Social Facility Key Issues.....	221
12.10	Environmentally Related Key Issues.....	221
12.11	Housing and Land Reform Related Issues.....	222
12.12	Disaster Management.....	222
D.	Development Strategies.....	224
1.	Municipal Vision & Mission.....	224
2.	Strategic Focus Areas, Development Goals, Strategies and Objective.....	225
2.1	Explanation of Terminology.....	226
3	National, Provincial & District Policy Perspective.....	232
3.1	National Spatial Development Perspective.....	232
3.2	KwaZulu-Natal Provincial Growth and Development Strategy.....	233
3.3	Provincial Spatial & Economic Development Strategy.....	235
3.4	Zululand District Growth and Development Summit Action Plan.....	235
E.	Overview of Spatial Development Framework.....	238
1.	Role and Purpose of the SDF.....	238
2.	Guiding Principles.....	239
3.	Physical/Spatial Development Vision.....	240
4.	Centre Strategy.....	240
5.	Access, Development Corridors and nodes.....	241
6.	LUMS Roll Out.....	245
F.	Sector Involvement.....	246

1.	Eskom.....	246
2.	Department of Transport.....	247
2.1	Vision.....	247
2.2	Mission Statement.....	247
2.3	Strategic Objectives.....	248
2.4	Core Functions.....	248
2.5	2011/2012 Transfers to Municipality.....	248
3	Department of Human Settlement.....	253
3.1	Vision	253
3.2	Mission Statement.....	253
3.3	Strategic Objectives.....	253
3.4	Core Functions.....	253
3.5	Key Focus.....	254
3.5.1	Building Capacity within the Housing Environment	254
3.5.2	Rural Subsidy Mechanism.....	255
3.5.3	Hostel Redevelopment and Upgrade Programme.....	255
3.5.4	Slums Clearance.....	255
3.5.5	Social Housing Programme.....	255
3.5.6	KZN Innovation Hub.....	256
3.5.7	Enhanced Extended Discount Benefit Scheme (EEDBS)	256
3.5.8	Rental Housing Programme.....	256
3.6	MTEF Transfers to Municipalities.....	257
4	Department of Agriculture and Environmental Affairs.....	257
4.1	Vision.....	257
4.2	Mission Statement.....	257
4.3	Strategic Objectives.....	257
4.4	Core Functions.....	257
4.5	MTEF Transfers to Municipalities.....	258
5	Department of Economic Development.....	259
5.1	Vision.....	259
5.2	Mission Statement.....	259
5.3	Strategic Objectives.....	259
5.4	Core Functions.....	260
5.5	MTEF Transfers to Municipalities.....	261

6	KwaZulu-Natal Department of Education.....	261
6.1	Vision.....	261
6.2	Mission Statement.....	261
6.3	Strategic Goals.....	261
6.4	Core Functions.....	262
6.5	Strategic Objectives.....	262
6.6	MTEF Transfers to Municipalities.....	263
7	Department off Health.....	263
7.1	Vision.....	263
7.2	Mission Statement.....	263
7.3	Strategic Goals and Objectives.....	263
7.4	Core Functions.....	265
7.5	Three Year Budget Allocations.....	266
8	KwaZulu-Natal Department of Community Safety and Liaison.....	266
8.1	Vision.....	266
8.2	Mission Statement.....	266
8.3	Strategic Goals	266
8.4	Core Functions.....	267
8.5	MTEF Transfers to Municipalities.....	267
9	KwaZulu-Natal Department of Co-operative Government and Traditional Affairs.....	267
9.1	Vision.....	267
9.2	Mission Statement.....	268
9.3	Strategic Objectives.....	268
9.4	Core Functions.....	269
9.5	MTEF Transfers to Municipalities.....	269
10	KwaZulu-Natal Department of Social Development.....	269
10.1	Vision.....	269
10.2	Mission Statement.....	269
10.3	Strategic Goals.....	269
10.4	Strategic Objectives.....	270
10.5	Core Functions.....	270
10.6	MTEF Transfers to Municipalities.....	271
11	KwaZulu-Natal Department of Works.....	271
11.1	Vision.....	271

11.2	Mission Statement.....	271
11.3	Strategic Objectives.....	271
11.4	Core Functions.....	272
11.5	MTEF Transfers to Municipalities.....	273
12	KwaZulu-Natal Department of Arts, Culture and Tourism.....	273
12.1	Vision.....	273
12.2	Mission Statement.....	273
12.3	Strategic Objectives.....	273
12.4	Core Functions.....	274
12.5	MTEF Transfers to Municipalities.....	274
13	KwaZulu-Natal Department of Sports and Recreation.....	274
13.1	Vision.....	274
13.2	Mission Statement.....	274
13.3	Strategic Goals.....	274
13.4	Strategic Objectives.....	275
13.5	Core Functions.....	275
13.6	MTEF Transfers to Municipalities.....	276
14	Department of Trade and Industry.....	276
15	IDP Ward Projects.....	276
G.	Implementing Plan.....	297
H.	Projects.....	303
I.	Financial Plan and SDBIP.....	310
1.	Strategies.....	310
1.1	Revenue Raising Strategies (TAS 1)	310
1.2	Financial Management Strategies (TAS 1)	310
1.3	Asset Management Strategies (TAS 2)	311
1.4	Capital Financing Strategies.....	311
1.5	Capital Budget.....	312
2	Service Delivery and Budget Implementation Plan 2012/13 (SDBIP)	322
J.	Organisational Performance Management System.....	327
	Annexure J.1 Detailed Spatial Development Framework.....	328
	Annexure J.2 Detailed Disaster Management Plan.....	329
	APPENDIX 1 Council Approved Priority Project List.....	330
	APPENDIX 2 Complete Organogram.....	331

TABLES

TABLE 1: Key Statistics of uPhongolo Municipality.....	15
TABLE 2: Key Performance Area 1: Environment, Land Use & Spatial Development.....	22
TABLE 3: Key Performance Area 2: Infrastructure and Services.....	23
TABLE 4: Key Performance Area 3: Local Economic Development.....	24
TABLE 5: Key Performance Area 4: Social Development.....	25
TABLE 6: Key Performance Area 5: Sound Financial Management.....	26
TABLE 7: Key Performance Area 6: Good Governance and Public Participation.....	27
TABLE 8: List of Projects with Budgeted Figures.....	30
TABLE 9: Various nodes and their broad intended functions.	72
TABLE 10: 12 Outcomes of Government - Role of Local Government.....	77
TABLE 11. Decent employment through inclusive economic growth.....	79
TABLE 12: Municipal Sector Plans	88
TABLE 13: Key Demographic Statistics.....	92
TABLE 14: Household Distribution.....	92
TABLE 15: Gender Distribution in the Wards of uPhongolo: Census 2001.....	93
TABLE 16: Age Distribution.....	93
TABLE 17: Total Education Levels (2007)	96
TABLE 18: uPhongolo Occupational Levels.....	98
TABLE 19: Financial MIG Year.....	112
TABLE 20: Municipal Turn-Around Strategy	115
TABLE 21: Community Facilities Overview.....	118
TABLE 22: Distance to Community Facilities.....	123
TABLE 23: Population Utilising a Clinic Based Upon it being the Closest (>5000 Population Highlighted)	124
TABLE 24: Population Utilising a Hospital based upon it being the Closest.....	124
TABLE 25: Population Utilising a Primary School Based Upon it Being the Closest (Population >3500 Highlighted)	124
TABLE 26: Population Utilising a Secondary School Based Upon it Being the Closest (Population >8000 Highlighted)	126
TABLE 27: Population Utilising a Police Station Based Upon it being the Closest (Population >2500 Highlighted)	127

TABLE 28: Housing Backlog.....	129
TABLE 29: Planned Housing Projects.....	134
TABLE 30: Disaster Management Situational Analysis.....	138
TABLE 31: Disaster Management Strategy.....	143
TABLE 32: EMPLOYMENT STATUS (2007)	145
TABLE 33: Occupation (2007)	146
TABLE 34: Income Category (2007)	147
TABLE 35: SWOT Analysis.....	171
TABLE 36: LED Projects estimated Budget 2012/2013 IDP.....	172
TABLE 37: Conservation Areas.....	176
TABLE 38: The table below represents the Important Environmental Issues and the proposed Project	177
TABLE 39: Access to Potable Water in the uPhongolo (2007).....	185
TABLE 40: Access to Sanitation Facilities in the uPhongolo (2007.....	185
TABLE 41: Water and Sanitation Backlogs.....	190
TABLE 42: Residential Consumers Access to Water.....	190
TABLE 43: Residential Consumers Access to Sanitation.....	191
TABLE 44: The projects as contained in the WSDP.....	191
TABLE 45: Solid Waste Removal (2007)	197
TABLE 46: Electrification Status.....	198
TABLE 47: Electrification Backlogs derived from distance from Transformer	198
TABLE 48: Energy Source for Cooking (2007)	198
TABLE 49: Energy Source for Lighting (2007)	198
TABLE 50: Summary of Routes Distances and Costs of Travel for Taxi Routes.....	200
TABLE 51: Road Backlogs.....	200
TABLE 52: Summary of Busiest Taxi Routes.....	201
TABLE 53: Telephone Availability (2007)	204
TABLE 54: Cell phone Availability (2007)	204
TABLE 55: Population, Projected Deaths and Land Requirements.....	205
TABLE 56: Key Performance Areas.....	226
TABLE 57: Alignment with KZN PGDS.....	234
TABLE 58: ZDM GDS Summit Action Plan and uPhongolo Municipality's Actions.....	236
TABLE 59: Eskom Projects 2010/2011.....	246
TABLE 60: Summary of Input by Sector Departments.....	246
TABLE 61: Projects Identified by Eskom for Financial year 2012/2013.....	247

TABLE 62: Priorities for 2012/2013 - 2014/2015 - Transport.....	249
TABLE 63: MTEF Transfers to Municipalities.....	258
TABLE 64: Key Performance Areas - Implementation Plan.....	297
TABLE 65: Project List.....	303
TABLE 66: Approved MIG Projects 2010/2013.....	309
TABLE 67: Budget 2012/2013.....	316
TABLE 68: Capital Budget.....	317
TABLE 69: Where the Money will be spent.....	318
TABLE 70: Funding Sources for Operation Budget.....	321
Table 71: Quarterly Projections for Services Delivery Targets and other Performance Indicators 2012/2013...	323

FIGURES

FIGURE 1: Sustainable System.....	58
FIGURE 2: NEMA Act's.....	62
FIGURE 3: Weighting and Categories Used per Variable.....	71
FIGURE 4: uPhongolo High-level Organ gram.....	97
FIGURE 5: Nodes.....	206
FIGURE 6: Agricultural Corridor.....	238

GRAPHS

GRAPH 1: Age Distribution (2007)	94
GRAPH 2: Adult Education Levels (2007)	96
GRAPH 3: Employment Sector (2007)	147
GRAPH 4: Location Quotients for KZN, Zululand and uPhongolo.....	155
GRAPH 5: Categorisation of the Formal Businesses in uPhongolo.....	170
GRAPH 6: Business Expansion.....	171
GRAPH 7: Access to Sanitation Facilities	185
GRAPH 8: Municipal Budget 2012/2013.....	316
GRAPH 9: Sources of Funding.....	317
GRAPH 10: Where the Money will be spent.....	318

GRAPH 11: Funding Sources for Operating Budget.....	319
GRAPH 12: How the Money will be spent.....	320

MAPS

MAP 1: Provincial Locality Map.....	16
MAP 2: Community Facilities.....	119
MAP 3: uPhongolo LM Distribution of Police Stations.....	120
MAP 4: uPhongolo Distribution of Schools.....	121
MAP 5: uPhongolo LM Distribution of Medical Facilities.....	122
MAP 6: Pongola Housing Projects.....	135
MAP 7: Agricultural Potential.....	150
MAP 8: Environmental Indicators.....	183
MAP 9: Zululand district Municipality's Regional Schemes.....	187
Map 10: Existing Water Services	193
Map 11: Sanitation Services Rollouts	194
Map 12:uPhongolo Rudimentary Implementation Phases.....	195
Map 13: ZDM's Planned Roll-Out.....	196
Map 14: uPhongolo LM Electricity Network.....	199
Map 15: uPhongolo LM Road Network.....	203
Map 16: Spatial Development Framework.....	244

A. EXECUTIVE SUMMARY

1. INTRODUCTION

This report represents the third IDP for the uPhongolo Local Municipality, prepared for the period 2012/2013 - 2016/2017. IDPs are prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which indicates that:

IDPs are prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which indicates that:

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- i. Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- ii. Aligns the resources and capacity of the municipality with the implementation of the plan;*
- iii. Complies with the provisions of this Chapter; and*
- iv. Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”*

The document is structured as follows:

- **Section A** provides an Executive Summary with an overview of the district, key challenges, the municipal vision and mission as well as its 5 year strategic plan.
- **Section B** outlines the IDP preparation process.
- **Section C** contains the situational analysis.
- The Situational Analysis (Section C above) contains the following:
 - Legal, Strategy and Policy Framework Analysis
 - Regional Context
 - Demographic characteristics
 - Institutional and Governance Analysis
 - Social and Community Development Analysis
 - Economic Analysis
 - Environmental Analysis
 - Infrastructure Analysis
 - Spatial Analysis
 - Financial Analysis
 - Performance Management Analysis
 - Combined SWOT Analysis
 - Key Challenges

2. OVERVIEW OF uPHONGOLO MUNICIPALITY

The uPhongolo Local Municipality is one of five local municipalities located within the area of the Zululand District Municipality. The municipality is governed by the Council consisting of 22 Councillors and an Executive Committee. The administrative functions are performed by the Municipal Manager and a team of managers consisting of the Manager Corporate Services, Manager Financial Services, Manager Technical Services and the Manager Community Services.

The Municipality is located in KwaZulu-Natal in the northern area of Zululand District Municipality (DC26). The Municipality consists of 14 wards and it has a geographical area of 3 239 km².

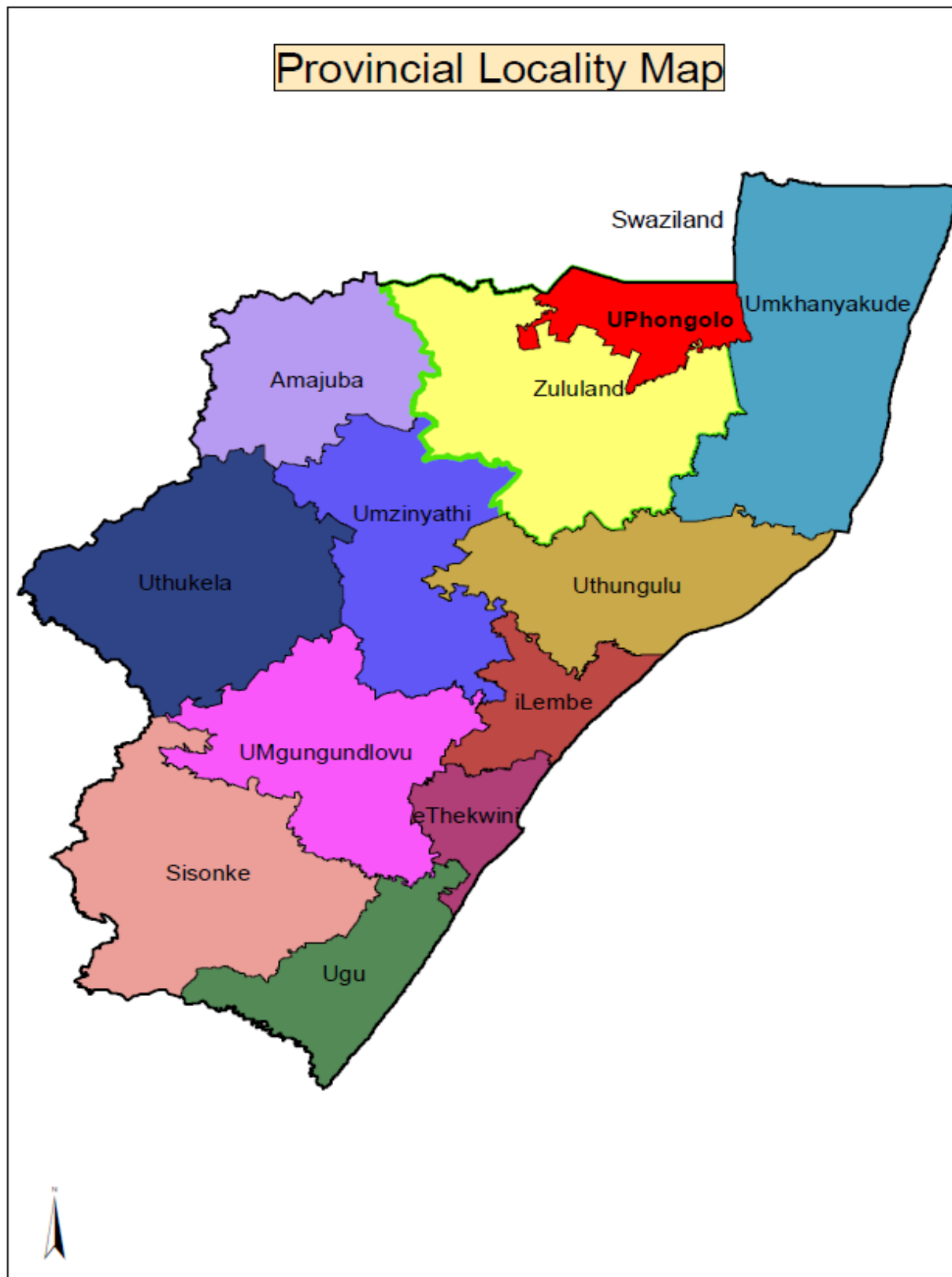
TABLE 1: Key Statistics of uPhongolo Municipality

Indicator	uPhongolo Municipality
Area	3 239 km ²
Population	149 543*
Households	22 112*
Number of settlements	104
Urban areas	1 town and 4 small urban settlements
% rural population	82% (18 165 households)
% urban population	18% (3 947 households)
Gender breakdown	Males 46,9 %
	Females 53,1 %
Age breakdown	0 - 14 40.06%
	15 - 64 56.40%
	65 + 3.54%
Life expectancy	1998 65 years
	2010 48 years

ZDM HOUSEHOLD SURVEY 2008

The uPhongolo Municipal area largely comprises of traditional areas with its tribal land patterns and high density rural settlements. Pongola-Ncotshane is the primary node of uPhongolo and accommodates the highest order nodal activities. It is formal and planned with an orderly growth pattern. Belgrade settlement (situated approximately 50km west from Pongola on the N2 to Piet Retief in Mpumalanga) and a node halfway between Pongola and Belgrade are the secondary nodes and provides a strategic service to a number of tribal areas which are located far from Pongola town. Magudu, Golela, the N2/P72 intersection (Golela) and the N2/P522 (Jozini) intersection are special nodes identified for future development based on their unique position within the area. Pongola-Ncotshane and Illovo Mill townships are high density built areas, which constituted the former TLC area. These areas are surrounded by sugar cane farms beyond which are high-density traditional authority settlements with isolated pockets of game farms.

Map 1: Provincial Locality Map



Low population density areas are found around the Pongola cane farms, the Biosphere and Pongolapoort Dam. The Ithala Game Reserve, Draaiom Trust Farm and Bivane Dam on the boundary of uPhongolo are also characterised by sparse and low densities. There are however pockets of privately owned land. The area is flanked by the Swaziland boundary at the Golela Border Post and is also flanked by Nongoma boundary along the Nkunzane River.

By far the largest proportions of services backlogs occur in the Tribal areas and the provision of these Services requires a substantial amount of funding. The area appears to have sufficient sources for the provision of water. The complicating factor is however the undulating topography that is characteristic of the entire municipal area. In some instances it therefore becomes difficult and expensive to provide these services. There are severe backlogs in the provision and availability of basic services in both urban and rural communities within uPhongolo. Rural communities are however affected the most.

The N2 national road corridor passes through the uPhongolo area as a national link between Gauteng and the Richards Bay Complex and on to Durban. It also connects with Swaziland just to the north of the uPhongolo Municipal area. This is the primary development corridor in uPhongolo. The secondary development corridor provides access from Pongola (P313) and Ncotshane to the outside area as well as connection between Pongola and Magudu (P52) and Magudu to Louwsburg (P46/51). Arterial roads through the area are in good condition. There are various district roads in the area together with smaller farm or agricultural roads. In practically all instances these roads are in a poor condition and in need of upgrading.

The economy of uPhongolo is largely based on agricultural activities. Construction work is periodic and based on large infrastructural projects being developed (e.g. the recent upgrade of the N2 and MIG projects). The local economy is further characterised by the absence of beneficiation strategies. Raw products are transported to other industrial centres for further processing and this result in the erosion of the job creation potential of the area.

The Public Sector remains the dominant provider of employment opportunities. This has a significant economic impact to the small number of employees in this sector. The informal sector is, however, expanding, primarily based on the taxi industry, informal financial services and taverns.

The uPhongolo Area features some important conservation areas or areas that will require careful management in the unfolding development pattern:

- Pongolapoort dam and nature reserve
- Bivane Dam
- Ithala Nature reserve
- The area surrounding Magudu and the Mkuze river

- The area between the R66 and the N2

The Municipality is in an excellent position to reap the benefits of a intensive tourism programme due to the natural beauty of the area, the existing tourism related development and the potential for future tourism related development. The proposed extension of Ithala Nature Reserve and the upgrading and development of facilities at the Pongola Poort Nature Reserve have the potential to greatly enhance the tourism sector in the Municipality with the concomitant effect of changing the area to a destination rather than thoroughfare to other destinations.

2.1 Administrative Entities

The administrative and service centre of the uPhongolo Municipality is Pongola/Ncotshane, where the seat of the municipality is established and a number of government departments have established offices. It is also a service centre for its agricultural hinterland. Pongola town attract the most of the economic activity in the Municipality.

Golela functions as a border post between South Africa and Swaziland and is in the process of being extended with a residential component of ±700 sites by the National Government.

Magut is a small centre providing limited administrative functions to the surrounding community.

Belgrade has been identified as a secondary development node in the municipality's SDF and whereas future development planning has been done for the towns of Pongola and Ncotshane very limited planning for the future development and formalization of Belgrade has been done. In order to guide the future development of Belgrade it is necessary to compile a Development Framework Plan for the settlement.

The settlement of Belgrade is situated close to the N2, which has been identified as a Primary Development Corridor and thus the future planning for the development of the settlement is of the utmost importance.

2.2 Comparative Advantage Areas

- The N2 National Road Traverses the municipality and serve as a primary link road and development corridor.
- High potential agricultural land that can be irrigated from the Pongola river
- Excellent Biodiversity
- Prevalence of private game farm developments
- Pongolapoort Dam Bio Reserve, Ithala Game Reserve conservation areas
- Pongolapoort and Bivane Dams

- 2 International boarder posts (Golela and Eensgevonden)
- Gold Mining activities at Klipwal
- The Municipality is linked to the heart of Zululand via the Nongoma Road

3. KEY CHALLENGES

The key challenges facing the municipality that has been determined through community participation and analysing the status quo of the municipality can be summarised as follows;

1. A large rural population that depends on the nearby urban areas such as the Pongola town for Commercial and public services (e.g. health, home affairs, etc) places pressure on the primary node because of the lack of services and facilities within the rural areas. Service delivery in the rural areas will need to be attended to.
2. The uPhongolo population is characterised by significantly more women than men. 47% households are headed by women in the absence of partners seeking employment in other urban centres. It is accepted that these women are more disadvantaged in terms of resources. Strategies need to be developed in order to create security for women and their dependant children.
3. Close to half of the population are children, placing pressure on the need for educational and social facilities. Many of these children will be orphaned as a result of HIV/AIDS. At least 11.7% of the population is already infected with HIV. The severe impact on the need for health, social and welfare services over the next 20 years will have to be accommodated in the Municipalities strategy for service delivery.
4. Income levels are low with 66% of households receiving no income or less than R2 400 per month. The traditional and rural areas are the most poverty stricken.
5. Unemployment levels are relatively high and with only 13.43% of the population being formally employed. Dependency levels are also high with every employed person having to support 6.5 persons of which 3 are over 15 years of age. The farming sector employs a significant number of people, indicating the importance of the agricultural sector in the economy of the area. The local economic development strategy needs to build on this strength.
6. The majority of the population relies on public transport facilities. This is primarily taxi based. The quality and efficiency of the public transport sector needs attention.
7. Most of the urban communities have access to clean water with severe shortcomings in this respect as far as rural communities are concerned and have access to less than 5 liters of water per day. People rely on natural resources for water and are considered to live at survival levels.
8. The larger urban areas have sanitation systems, but the rural areas rely on septic tanks, pit latrines or no system at all. This places tremendous strain on the environment.
9. The population in the urban areas has access to household electricity, but few or the rural settlements have this service. Electricity provision at schools and health facilities are especially

critical. In the wake of the looming energy crises faced by this country it is vital that the Municipality adopts policy embracing the use of alternative energy sources for new residential and commercial development.

4. VISION, MISSION AND VALUES

The Strategic guidelines and benchmarks of the municipality, for the period of this IDP and beyond, were determined at a Council Workshop which was held on 20 February 2012.

VISION

“uPhongolo Local Municipality will evolve into a dynamic socio-economically driven, healthy and safe environment through sustainable service delivery.”

In terms of the vision there are certain elements that provide guidelines for decision-making. These elements form the basis for any decision made by the Municipality, stakeholders, interested and affected parties and potential investors. The following elements, linked to the Vision, are evident:

- **The establishment of a sustainable community.**

It is implied that one community will be able to operate within the municipal structure and will be enabled to live.

- **The protection of the natural resource base.**

The vision recognizes the importance of natural resources not only for the present generation, but also for the generations to come.

- **Basic services are to be made available to all without compromising natural resources.**

Services should therefore be provided without disturbing the natural environment.

- **Creation of employment opportunities.**

The focus in this respect remains firmly on the agricultural potential and tourism in the area.

MISSION

To create an affluent municipal area by:-

- Provision of optimal delivery of essential services.
- Supporting sustainable local economic development.
- Community participation in service delivery.

Core Values

- Transparency
- Commitment
- Innovation
- Integrity
- Co-operation

Table 2: Key Performance Area 1:Environment, Land Use & Spatial Development

Focus area	Integrated Development Planning
	Objective: To provide strategic guidance for the future development of the uPhongolo Municipality and a planning base for the coordination and integration of all future activities aimed at improving the situation within the uPhongolo Municipality
Focus area	Land Use Management System (LUMS)
	Objective: To provide a secure environment for investment. To ensure the appropriate and effective use of land through spatial planning initiatives and the implementation of the outcomes thereof
Focus area	Statutory Planning
	Objective: To establish appropriate systems and capacity for planning and other applications in order to facilitate development processes in the Municipality.

Table 3: Key Performance Area 2: Infrastructure and Services

Focus area	Water
	Objective: To facilitate the provision of access to potable water for all households within the municipality. As the ZDM is the responsible Water Services Provider appropriate liaison has been established and this must continue to be maintained
Focus area	Sanitation
	Objective: To facilitate the provision of access to appropriate levels of sanitation to all households within the municipality Establish appropriate liaison regarding this function between uPhongolo and the ZDM
Focus area	Stormwater
	Objective: To ensure the efficient and sustainable operation of stormwater systems in the municipality
Focus area	Electricity
	Objective: Facilitate the provision of access to electricity for all households within the uPhongolo Municipality To ensure, through liaison with ESKOM and ZDM, that the municipality's residents receive free basic electricity, and that the ZDM Energy Sector Plan as it Relates to uPhongolo is implemented
Focus area	Roads
	Objective: To ensure that residents have easy access to as wide a range of services and opportunities within the municipality and in neighboring areas as is possible, To ensure that investors and tourists have appropriate levels of access to opportunities and facilities within the municipality
Focus area	Solid Waste
	Objective: To provide all households in the uPhongolo Municipality with an appropriate level of refuse removal services. The need for environmentally sustainable and cost effective dumping of solid waste is also receiving attention.
Focus area	Cemeteries
	Objective: To provide adequate access for residents to cemeteries for burials
Focus area	Telecommunication

	Objective: To facilitate improved access to telecommunication services
--	---

Table 4: Key Performance Area 3: Local Economic Development

Focus area	Tourism
	Objective: Continue to establish an environment conducive to the development of the tourism industry and focus on projects contributing to establishing such an environment
Focus area	Agriculture and Land Reform
	Objective: Continue to support and promote this sector
Focus area	Economic Growth
	Objective: Finalise and implement the LED Plan for the Municipality Strengthen relationships with the Private Sector Support endeavors that will generate income and alleviate poverty

Table 5: Key Performance Area 4: Social Development

Focus area	Health
	Objective: Ensure access to appropriate health services for all the residents of the uPhongolo Municipality
Focus area	HIV/AIDS
	Objective: To fulfil an active role in coordinating HIV/AIDS related activities in its area of responsibility. Focus on activities aimed at curbing the spread of HIV/AIDS, as well as providing support for people living with AIDS and their families.
Focus area	Social Welfare
	Objective: Liaise with the Department of Social Welfare and Population Development with the aim of ensuring that all residents of the municipality have access to appropriate welfare services
Focus area	Education
	Objective: Liaise with the Department to ensure the availability of appropriate education facilities and service to the communities of uPhongolo. Ensure that land is available for education facilities through planning and that educational facilities have access to relevant municipal services
Focus area	Housing
	Objective: Ensure Implementation of Housing Plan and the eradication of backlogs
Focus area	Environmental Health
	Objective: Continue to liaise with the Zululand District Municipality
Focus area	Sport and Recreation
	Objective:

	Provide support and leadership to ensure sufficient sporting facilities in different codes through the municipal area
Focus area	Traffic and Licensing
	Objective: The three core activities of the traffic department are enforcement, testing and licensing. The Department continually strive for the improvement of service delivery to the people of uPhongolo in this regard
Focus area	Civil Protection
	Objective: To Minimise the effect of natural and other disasters on communities
Focus area	Safety and Security
	Objective: Provide a safe and secure environment in conjunction with the SA Police Service

Table 6: Key Performance Area 5: Sound Financial Management

Focus area	Preparation and Implementation of Annual Budget
	Objective: To prepare a budget that is aligned with the Integrated Development Plan and the development priorities set therein.
Focus area	Establishing a comprehensive rates base
	Objective: To establish a municipal rating system in line with the new Property Rates Act that includes all areas of the local municipality.
Focus area	Debt Reduction and financial Management
	Objective: To ensure that sound financial management principles are implemented in the municipality, with a specific aim being to reduce the high debtors base of the Municipality

--	--

Table 7: Key Performance Area 6: Good Governance and Public Participation

Focus area	Performance Management System
	Objective: Ensure that the PMS is aligned with the Integrated Development Plan, SDBIP and Turn Around Strategy of the Municipality
Focus area	Communication Systems
	Objective: To establish appropriate levels of communication with the internal and external stakeholders of the municipality
Focus area	Workflow and Document Management System
	Objective: To implement structured and electronically managed records; documents; correspondence and workflow management systems.
Focus area	Skills Development and Employment Equity Plan
	Objective: To empower and capacitate institutional structures and build a responsive organization. Utilize the Skills Development Plan to empower staff, draft and implement a detailed training plan for each staff member.
Focus area	ABET Training
	Objective: To reduce illiteracy and provide relevant skills to the youth.
Focus area	Information Technology
	Objective: To ensure that Councils Information Technology is updated on a regular basis and outdated equipment is replaced/updated on an annual basis.

Focus area	Policies and By-laws
	Objective: To identify, draft and approve Policies and By-Laws, and translate approved Policies into Zulu. Revise approved policies to bring them in line with new Legislation.
Focus area	Telecommunications and Postage
	Objective: To ensure that Council's Telecommunication System is fully operational and upgraded during the financial year. Post is handled and distributed on a daily basis.
Focus area	Strategic Plan and Annual Report
	Objective: To ensure that the Annual Report and Strategic Plan is submitted and approved for implementation and publication. The Strategic Plan to form part of the IDP.
Focus area	Compliance, Clean and Sound Administration
	Objective: To promote good governance, accountability and transparency
Focus area	Integrated and Coordinated Development
	Objective: To promote integrated and coordinated development within the Municipality

5. 5 YEAR STRATEGIC PLAN

UPhongolo does not have a strategic plan in place.

6. LIST OF PROJECTS WITH BUDGETED FIGURES

Table 8: List of Projects with Budgeted Figures

NO	PROJECT NAME		WARD	RESPONSIBILITY	FUNDING SOURCE	BUDGET	YEAR
1	INTEGRATED DEVELOPMENT PLANNING						
1.1	2012/13 IDP Review		uPM	uPM	uPM	Determine	2012/13
1.2	Belgrade Development Framework Plan		5	uPM	COGTA	R100 000	2012/13
1.3	Business Research		5,11	LED Manager	uPM	R100 000	2012/13
2	LAND USE MANAGEMENT						
2.1	uPhongolo Land Use Management System (Phase 1)		2;10 and 11	uPM	COGTA	R 500,000	2012/13
2.2	Develop Policy for Trading from Containers		uPM	uPM	Determine		2012/13
2.3	Review of SDF		uPM	uPM	Department of Land Affairs		2012/13
2.4	Planning for Upgrade of Sodwana Corridor		11	uPM	To be determined		2012/13
3	WATER PROVISION						
3.1	Mavuka - Regional Scheme, Reticulation	127 Units	6	ZDM	ZDM	R3,692,500 per annum	2012-2014
3.2	Emncithini - Regional Scheme, Reticulation	48 Units	6	ZDM	ZDM		2012-2014
3.3	Luphisso - Regional Scheme, Reticulation	83 Units	3	ZDM	ZDM		2012-2014
3.4	Khiphunyawo - Regional Scheme, Reticulation	64 Units	3	ZDM	ZDM		2012-2014
3.5	Ntabsoxizulu - Regional Scheme, Reticulation	90 Units	3	ZDM	ZDM		2012-2014
3.6	Sibhangsakomo - Regional Scheme, Reticulation	133 Units	3	ZDM	ZDM		2012-2014
3.7	Enkwambase - Regional Scheme, Reticulation	133 Units	3	ZDM	ZDM		2012-2014
3.8	Take-off to Res A9 - Regional Scheme, Bulk Supply		ZDM	ZDM			2012-2014
3.9	Booster Pump - Regional Scheme, Bulk Supply		ZDM	ZDM			2012-2014
3.10	Pongola WTW Upgrade - Regional Scheme, Bulk Supply	6ML	2	ZDM	ZDM	R15m per annum	2012-2014
3.11	Gumbi- Regional Scheme, Reticulation	159 Units	14	ZDM	ZDM	R3,692,500 per annum	2012-2014
3.12	Mandlakayise - Rudimentary	141 Units	1	ZDM	ZDM	est. R1m	2012-2013

3.13	Mabophe – Rural Sanitation	195 Units	4	ZDM	ZDM	10,464,000	2012-2013
3.14	Thengizwe 1 – Rural Sanitation	427 Units	4	ZDM	ZDM		2012-2013
3.15	Moyeni – Rural Sanitation	135 Units	4	ZDM	ZDM		In Progress
3.16	Moya Wamampondo – Rural Sanitation	103 Units	4	ZDM	ZDM		In Progress
3.17	Mabophe – Rural Sanitation	97 Units	4	ZDM	ZDM		In Progress
3.18	Engwabi – Rural Sanitation	66 Units	8	ZDM	ZDM		2012-2013
3.19	Ezinketheni – Rural Sanitation	124 Units	8	ZDM	ZDM		2012-2013
3.20	Okhahlamba – Rural Sanitation	44 Units	8	ZDM	ZDM		In Progress
3.21	Endabeni – Rural Sanitation	223 Units	8	ZDM	ZDM		In Progress
3.22	Hhohho – Rural Sanitation	51 Units	8	ZDM	ZDM		In Progress
3.23	Elangeni – Rural Sanitation	89 Units	8	ZDM	ZDM		In Progress
3.24	Mpemvane – Rural Sanitation	33 Units	12	ZDM	ZDM		In Progress
3.25	Liba 2 – Rural Sanitation	65 Units	12	ZDM	ZDM		In Progress
3.26	Waterbus – Rural Sanitation	92 Units	12	ZDM	ZDM		In Progress
4	STORM WATER						2011/12
4.1	Ext 4 Stormwater (Portion)(see Streets & Roads		11	uPM	MIG		2012/13
4.2	Projects Design Ext 4(See Streets and Roads)		11	uPM	MIG		2012/13
5	ROADS						
5.1	DoT Road Maintenance Projects		uPM	DoT	DoT	R8,930,875.84	2012/13
5.2	Rehabilitation of N2		uPM	SANRAL	SANRAL	Not known	2012/13
5.3	Landing Strip To be confirmed)		10	Civil Aviation/TSB	Civil Aviation/TSB	R 200,000.00	2012/13
5.4	uPhongolo Access Roads & Stormwater Wards 1, 3, 4, 5,6, 7, 8, 9,10,11,12,13,14		1,3,4,5,6,7,8,9, 10,11,12,13,14	uPM/PMU	MIG	R 40,500,000	2011/14
5.5	Surfacing of Gravel Road in Ncotshane (Magistrate Office)		2	uPM/PMU	MIG	R16 838 665	2012/13
5.6	Upgrading of Ncotshane Gravel Roads		10	uPM	uPM	R1,000,000	2012/13
5.7	Ward Upliftment –maintenance of informal roads		All wards	Technical	External	R12,000,000	2012/13
5.8	Environmental study-barrow pits		2;10	Technical	External	R400 000	2012/13
5.9	Concrete gabions		10	Technical	uPM	R200 000	2012/13
5.10	Streetlights Ext 4			uPM/PMU	MIG	839,200.00	Pending MIG Financial Year allocation availability
5.11	Ncotshane Township Renewal and Nodal			uPM/PMU	MIG	R14,048,934.6	Pending

	Development Initiative(Taxi Rank)				1	MIG Financial Year allocation availability
6	REFUSE					
7	CEMETERIES					
7.1	Belgrade Cemetery Site Development	5	Upm	Upm/COGTA	R 70 000.00	2012/13
7.2	Cemetery Electronic System	10	IT	uPM	R200 000	2014/15
7.3	Upgrading of existing infrastructure at Cemeteries in Pongola, Ncotshane, Belgrade and Magudu		uPM/PMU	MIG	R 10,799,917.00	Pending MIG Financial Year allocation availability
8	LED AND TOURISM					
8.1	Pongola Fruit & Vegetable Canning Factory		Upm	DEDT/COGTA	R 7,529,780	2012/13
8.2	Establishment of LED Strategic Plan	Upm	Upm	COGTA/DEDT	R 100,000	Completed
8.3	LED Forum Establishment	Upm	Upm	Upm /DEDT	-	2012/13
8.4	Belgrade Filling Station Development	5	Upm	Private Enterprise	None	2012/13
8.5	Candover Market Stalls	14	Upm/IMUF	COGTA	R800 000	2012/13
8.6	Empowerment for Food Security Programme	Upm	Upm	DAEA	Determine	2012/13
8.7	SMME Development	Upm	Upm	Upm /DEDT	Determine	2012/13
8.8	Local Business Support Centre	Upm	Upm	DEDT	R10 6 416 - Applied for	2012/13
8.9	Investment & Marketing Plan	Upm	Upm	DEDT	R182 250 – Applied for	2012/13
8.10	Truck Stop Development	11	Upm	COGTA	10 M – Applied for	2011/14
8.11	KwaGumbi Hydroponics Green House	14	Upm	Upm/TIKZN	R2 m Applied for	2011/14
8.12	uPhongolo Fleamarket opposite Junk Shop	11	Upm	COGTA	R2 790 000	2011/13
8.13	Golela Corridor Development Plan	14	Upm/IMUF	COGTA	Applied for	2012/13
8.14	Assessing Development Potential on Jozini North and South Bank	14	IMUF	Ingonyama Trust	R120,000	2011/13
8.15	Pongola Dam Nature Reserve – Infrastructure and Community Conservation Area	14	EKZN	DEAT	R 18,000,000	2010/13
8.16	“Branding” included in the Marketing Plan for Lebombo and St Lucia the Pongolapoort Dam	14	IMUF	Lebombo SDI Committee	R1,100,000	2010/13
8.17	Pongolapoort Dam: Water Based Public-Private Partnerships		ZDM/DWAF	ZDM/Gijima	R 600,000	2010/13
8.18	Golela Border Post – General Upgrading	14	DoW	DoW	R 13,000,000	2010/13
8.19	Pongolapoort Project Facilitation	14	IMUF	COGTA IMUF	R277,000 25%	Appointed and extension of contract
8.20	Lebombo Corridor Development projects: Nodes – Nkonkoni and Golela: Planning Implementation	14	IMUF	COGTA	R2,500,000	2010/13
8.21	Shelter/Warehouse for LED	Urban	LED	UPM	R264 000	2012/13

8.22	Feasibility Studies	uPM	PMU/LED	uPM	R4 000 000	2012/14
8.23	Equipment		LED	uPM	R20 000	2012/13
8.24	Architech & Designs for projects				R100 000	2012/13
8.25	Storage				R250 000	2012/13
8.26	Printer GIS				R70 000	2012/13
8.27	Simdlangentsha Community Game Reserve (SICCP)	3;4;5;6;7 and 12	EKZN	DEAT	R 38,500,000	2011/14
9	HEALTH					
9.1	Itshelejuba Hospital Admin Block and Tuck Shop		Dept of Health	Dept of Health	R 4,364,913	2010/13
9.2	One stop health and information centre at Truck Stop	11	Dept of Health	Dept of Health	Unknown	2010/13
9.3	Participation in HIV/AIDS District Task Team	uPM	uPM	uPM	N/A	2012/13
9.4	Establish a HIV/AIDS Municipal Task Team	uPM	uPM	uPM	N/A	2012/13
9.5	Assess need and source funding for HIV/AIDS Centre	uPM	uPM	uPM	N/A	2012/13
9.6	Support HIV/AIDS programmes of other spheres and NGOs	uPM	uPM	uPM	N/A	2012/13
10	WELFARE					
10.1	Bambanani Food Production		Dep of Social Development	DSWPD	R 400,000	Completed
10.2	Vukayibambe Gardening project		DSWPD	DSWPD	R 500,000	Completed
10.3	Buhlebuyeza Gardening project		DSWPD	DSWPD	R 250,000	Completed
10.4	Sikhanyisele Poultry Project		DSWPD	DSWPD	R 150,000	Completed
10.5	Siyaphambili arts and crafts		DSWPD	DSWPD	R 80,000	Completed
10.6	Fuduka DSWPD Flagship		DSWPD	DSWPD	R 1,000,000	2010/13
10.7	Sinethemba Garden		DSWPD	DSWPD	Not available	2010/13
10.8	One Stop Shop Development Centre Ward		DSWPD	DSWPD	R7,000,000	2010/13
10.9	Sesisondele Fertilizer Storage		DAEA	DAEA	R 300,000	2010/13
10.10	Siyangqoba Irrigation		DAEA	DAEA	R 200,000	2010/13
10.11	Mkhwakhweni Maize Production		DAEA	DAEA	R 500,000	2010/13
11	HOUSING					
11.1	Gumbi Settlement Planning	14	ZDM	COGTA	R 500,000	2009/15
11.2	Ncotshane Housing Project	2;10	uPM	DoH	R 13,369,440	2008/14
12	CIVIL PROTECTION					
12.1	Fire Hydrants		uPM	uPM	R 200,000	2012/13
12.2	Disaster Truck Shelter		uPM	UPM	R 200,000	2011/14
12.3	Disaster Camera		uPM	uPM	R5 000	2012/13
13	SAFETY AND SECURITY					
13.1	Furniture and Fittings		uPM	uPM	R6 000	2012/13
13.2	Fire Arms Safe and Ammunition		uPM	uPM	R200 000	2012/13
13.3	Speed Camera ProLaser3		uPM	uPM	R100 000	2012/13
13.4	Network Point for Examiners		uPM	uPM	R5 000	2012/13
13.5	2 Computers & colour Printers		uPM	uPM	R20 000	2012/13
13.6	Municipal Emblem on Municipal Vehicles		uPM	uPM	R5 000	2012/13
13.7	Chairs		uPM	uPM	R10 000	2012/13
13.8	Motorcycle Track		uPM	uPM	R200 000	2012/13
13.9	Sirens		uPM	uPM	R38 000	2012/13
14	ESTABLISHING A COMPREHENSIVE RATES					

	BASE					
15	DEBT REDUCTION AND FINANCIAL MANAGEMENT					
16	PERFORMANCE MANAGEMENT SYSTEM					
16.1	Revise and align Electronic PMS System with IDP, SDBIP, Budget and Turnaround Strategy Plan 2010/2011 (<i>Part of Hands on support programme</i>)	uPM	uPM	COGTA	Determine R725000.00 R120000	2012/14
16.2	Review of PMS/SDBIP/Contracts/PDP/PA/JD					
17	COMMUNICATIONS					
18	WORKFLOW AND DOCUMENT MANAGEMENT SYSTEM					
18.1	Off-site storage of archives	uPM	uPM	uPM	R 120 000	2012/13
19	SKILLS DEVELOPMENT AND EMPLOYMENT EQUITY PLAN					
20	LIBRARY SERVICES					
20.1	Recapitalization of community Libraries	uPM	uPM	Dept. Arts and Culture	R 90 000	2012/13
20.2	Purchase Library Books	uPM	uPM	uPM	R40 000	2012/2013
20.3	Thusong Library	uPM	uPM	Provincial Library Services	-	2012/13
21	INFORMATION TECHNOLOGY					
21.1	IT Upgrading	uPM	uPM	MSIG	R700,000	2012/13
22	STRATEGIC PLAN AND ANNUAL REPORT AND SERVICE CHARTER					
22.1	Annual Report	uPM	uPM	Internal	Determine	2012/13
22.2	Turnaround Strategy	uPM	uPM	Internal	Determine	2012/13
22.3	Service Charter	uPM	uPM	Internal	Determine	2012/13
22.4	Audit Action Plan	uPM	uPM	Internal	Determine	2012/13
23.	ELECTRICITY					
23.1	Prepaid meters		uPM	uPM	R 1 700,000	2010/13
23.2	Household Connections	uPM	ESKOM	ESKOM	R 17 000 000	2012/15
	Sibiyagenkomo 116 connections	uPM	ESKOM	ESKOM		
	Emanyandeni 262 connections	uPM	ESKOM	ESKOM		
	Altona 329 connections	uPM	ESKOM	ESKOM		
	Oranjedal 92 connections	uPM	ESKOM	ESKOM		
	Mgwadlu 788 Connections	uPM	ESKOM	ESKOM		

23.3	Pongola Group#2		uPM	ESKOM/DoE	R38 353 528	2010/14
24	THUBELIHLE LAND CARE					
24.1	Alien Weed Control and Fencing	uPM	DAEA	DAEA	R 650 000	2012/14
25	SPORT AND RECREATION					
25.1	Events & Promotions (KWANALOGA/Mayoral Games)	uPM	uPM	UPM		2012/13
25.2	Equipment	All Pongola	uPM	uPM		2012/13
25.3	Upgrading of Sports facilities in the local Municipal area	Municipal Are	uPM/PMU	MIG	18,328,464.00	Pending MIG Financial Year allocation availability
26	GOOD GOVERNANCE					
26.1	Extension of Council Chamber	11	uPM	uPM	R2 900 000	2012/13
26.2	Furniture PMS Office		uPM	uPM	R25 000 p/a	2012/14
26.3	Furniture Mayor, Deputy Mayor & Secretary		uPM	uPM	R 125 000p/a	2012/14
26.4	Sibiya Traditional Administrative Centre Renovation	3	COGTA	COGTA	R 450 000	2010/13
26.5	Simelane Traditional Administrative Centre Renovation	8	COGTA	COGTA	R 450 000	2010/13
26.6	Corporate services Computer equipment		uPM	uPM	R685 000	2012/14
26.7	Corporate services Chairs		uPM	uPM	R12 000	2012/144
26.8	Water Dispenser		uPM	uPM	R5 000	2012/13
27.	Parks and Gardens					
28.	Municipal Vehicles & Equipment					
29.	Municipal Land & Buildings					
29.1	Air conditioners Belgrade, Ncotshane & Traffic	5;10;11	uPM	uPM	R100 000	2012/13
29.2	Finance Department Furniture		uPM	uPM	R25 000	2012/13
29.3	Financial interns Computer Equipment		uPM	uPM	R60 000	2012/13
29.4	Financial Department Projectors		uPM	uPM	R20 000	2012/13
29.5	CCTV Cameras Traffic/Main & Technical		uPM	uPM	R160 000	2012/13
29.6	Stove for Magut Community Hall	1	uPM	uPM	R150 000	2012/13
29.7	Furniture for Thusong Centre	5	uPM	uPM	R25 000	2012/13
29.8	License Office extension		uPM	uPM	R400 000	2013/14

Highlighted Items indicates projects funded and implemented by uPhongolo Local Municipality

B. PREPARATION

1. PROCESS PLAN

The Process Plan was submitted to COGTA for evaluation; some changes were recommended and were duly done. The structures and time frames as indicated in the Process Plan are implemented for the compilation of this IDP document.

2. FRAMEWORK PLAN

uPhongolo Local Municipality adopted the Framework Plan that was submitted by the Zululand District Municipality.

3. CONSULTATION PROCESS & DATES

The following organizational arrangements are in place for the review of the IDP:

- **IDP Steering Committee** was resolved by the Council to act as a support to the uPhongolo Municipal Forums, the Municipal Manager and the IDP Manager.
- The **IDP Manager** is an official of the municipality assigned the responsibility of championing the IDP process.
- The uPhongolo **Representative Forum** is the participation forum that has to recommend the IDP for adoption to the Zululand District Municipality Council.
- **IDP Planners Forum** is a technical forum that supports the IDP Steering Committee and consists of planners and IDP experts from within the District. The coordination of alignment of interaction with sector Departments and Local Municipalities

The following internal and external role players are part of the IDP Review process:

- *Internal Role players*
 - Council and Executive Committee
 - Mayor
 - Ward Committees
 - Municipal Officials
 - Municipal Manager

- IDP Manager
- IDP Steering Committee
- External Role Players
 - Sector Departments
 - Community structures
 - Zululand District Municipality
 - Inter Municipal Forum (IMUF)
 - Neighbouring Municipalities

Some of the tools used for communicating the IDP include:

- Ward Committee meetings
- Workshop with Traditional Leaders
- IDP Representative Forum
- Advertisements in local and provincial newspapers as required
- Local Service Providers/Stakeholders Alignment meetings

Consultations

The following Consultations took place as part of the preparation of this IDP:

1. 09 June 2011- report on IDP Review, areas of focus process and alignment, economy, backlog determination, development strategies, PMS, SDF & Sector Plan.
2. 07 September 2011- Workshop of Council on IDP and its process, this workshop was conducted by Mr. Thulani Bhengu from COGTA.
3. 06 February 2012- IDP steering Committee meeting, meeting was re-scheduled for the 29th of February 2012; the main aim was to the MEC report and to discuss 2012/2016 IDP.
4. 20 February 2012- workshop of the Council on IDP Strategic Planning: outline of Workshop was on the following what is Strategic Planning, Planning Time Frames, Steps in Strategic Planning and Existing Municipal Information.

NB On this workshop Council adopted the mission, vision and values of the Municipality

5. 08 March 2012 - IDP Steering Committee Meeting, the aim of this meeting was to follow up on HOD about the information need to be submitted to the IDP Manager, on the information that is expected from Finance Department.

Council Roadshow and ward meetings took place between 15 January and 25 February 2012. The report back from these meetings is contained under the Section for Ward Projects in this document.

C. SITUATIONAL ANALYSIS

1.1 LEGAL STRATEGY AND POLICY FRAMEWORK ANALYSIS

In the context IDP's, there are a number of national and provincial laws and strategies that are relevant. While some of these laws have broad application, many can be grouped sectorally i.e. planning and development related, environmental and agricultural.

In addition, guidelines have also been prepared by various authorities to assist decision makers with the interpretation of the legislation, in order to meet their legal responsibility of complying with the respective laws.

This section of the report highlights the (1) national and provincial legislation and (2) guidelines that are important for the spatial development component of IDPs.

1.1.1 The Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA)

The key legislation in terms of the preparation of IDPs is the **Municipal Systems Act (Act 32 of 2000) (MSA)**. Section 26 of the MSA compels all municipalities to prepare an Integrated Development Plan (IDP) as the primary and overriding management tool. In terms of Section 26 of the MSA, some of the core components that an integrated development plan must reflect are:

- ❖ The municipal council's vision for the long term development of the municipality.
- ❖ An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
- ❖ The council's development priorities and objectives, including its local economic development aims and its internal transformation needs.
- ❖ The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation.
- ❖ A Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality.
- ❖ Key performance indicators and targets determined through an organizational performance system based on the priorities identified in the IDP

Chapter 5 of the MSA gives guidance as to the preparation of IDPs by Municipalities. This is a strategic plan for the municipality which aligns the development goals of the municipality with the financial resources that the municipality has. As part of the IDP, the municipality should assess the levels of existing development, formulate strategies for development and align its strategies with the financial plan of the Municipality. The MSA provides that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

Another very important piece of legislation pertaining to development, *per se*, is the **Development Facilitation Act (DFA), No. 67 of 1995**. The DFA contains general principles for land development and decision making. Some of these principles, as contained in section 3 of the Act, are summarized at overleaf.

1. Provision should be made for urban and rural land development - including the development of formal and informal, existing and new settlements.
2. Illegal occupation of land should be discouraged.
3. Land development should take place effectively and in an integrated manner by:
 - a. Integrating social, economic, institutional, environmental and spatial aspects of land development.
 - b. Developing urban and rural areas in support of each other.
 - c. Providing areas of residence and job opportunities close together or integrated with each other.
 - d. Optimize the use of existing resources.
 - e. Permitting and encouraging diverse land uses.
 - f. Rectifying the distorted spatial patterns of the past.
 - g. Compaction of towns to discourage urban sprawl.
 - h. Ensuring a sustainable natural environment.
 - i. Promote conditions under which economic activities can flourish.
 - j. Create opportunities for small business at places of high accessibility and economic agglomeration.
 - k. Provide the basics for survival to all existing settlement and focus on places with economic potential to provide a higher level and wider range of services or facilities.
4. Development within an area should take place within the limited resources, financial, institutional and physical of the area in order to create a viable community and to protect the natural environmental to enable economic growth.

1.1.2 National Spatial Development Perspective (NSDP)

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003.

Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance. On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all.

The NSDP puts forward a set of five normative principles:

Principle 1:

Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.

Principle 2:

Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3:

Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

Principle 4:

Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.

Principle 5:

In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian reform and the expansion of agricultural extension services, etc.).

The NSDP supports the view that states that poverty is prevalent in some areas because “economic and social dynamism is at such low ebb in those areas and is unlikely to improve under any feasible scenario of intervention by government or donors”. It is more beneficial to engage in activities such as education and healthcare, etc. that provide “valuable momentum to increasing human capital, knowledge and the capability of individuals to make decisions from a broader set of alternatives”.

From a spatial point of view, studies have shown that the impact on poverty depends crucially on the proximity of poor households to centres of economic activity and the extent to which these households are connected to such economic activities.

The approach adopted by the NSDP is, in part, informed by international case studies that show that:

- Unfocused infrastructure spending does not necessarily result in improved GDP growth;
- Unfocused human resource development does not improve GDP growth;
- Regions that already have some economic success are more likely to grow than other regions, because successful regions have individuals, firms and industries with the ability to learn;
- Successful learning occurs when institutions and incentives work and when institutions are locally specific;
- Success is often achieved through focused and polarised investment; and
- Redirecting public investment from economically dominant regions to lagging regions has not automatically spurred economic activity in lagging regions.

A key finding of the NSDP is that localities of higher growth also include a large number of the poor and therefore both policy objectives of promoting economic growth and of poverty alleviation operate largely in the same spaces. This trend will continue to be reinforced by the lure of work opportunities to areas with economic potential. The NSDP is unequivocal about suggesting that economic growth and poverty alleviation

should be focused on people (that is, follow the trends) and not on places that have become poverty traps for many of the poor (that is, we cannot expect to bring about social equality through spatial equality).

International comparative research has firmly established that no factor correlates dynamic growth with equity and strongly as human capital development. Remedying the plight of persons who are stuck in poverty traps in areas with low prospects for sustaining livelihoods in the near future, may well be better served by forceful effects directed at human capital development and greater social support (education, skills acquisition, welfare, labour-market intelligence, land reform and agricultural extension service to sustain livelihoods).

In terms of poverty eradication the NSDP is underpinned by the following assumptions:

- Location is critical for the poor to exploit opportunities for growth;
- The poor, who are concentrated around vibrant and active junction points or activity corridors, have greater opportunity to gain from higher rates of economic growth and to improve their welfare;
- Areas of demonstrated economic potential give greater protection to the poor against adverse effects of economic shock because of greater opportunities to diversify income sources;
- Areas with demonstrated economic potential are the most favourable for overcoming poverty;
- Migration studies conclusively prove that the poor are making rational choices about locating to areas of employment and economic opportunities; however
- Government must ensure that policies and programmes are in place to ensure the poor are able to benefit fully from growth and development opportunities in such areas.

In opting for sustainable development, spatial interventions and impacts have to be designed and monitored for the broader economy and human settlements, for specific sectors in the economy (e.g. water and energy consumption, air pollution and waste management, brick making, etc) and at household level (e.g. exploring renewable energy alternatives, reducing and re-using waste, and efficient public transport use).

The NSDP places a lot of emphasis on the presence of institutional capacity to realize the developmental impact of any given area or identified resource that has developmental potential. As such, it distinguishes between the following categories of potential: (1) innovation and experimentation, (2) the production of high-value differentiated goods, (3) labour intensive mass-production, (4) public service and administration, (5) tourism and (6) commercial services and retail.

1.1.3 The New Growth Path: The Framework

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its

performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by

1. Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
2. Developing a policy package to facilitate employment creation in these areas, above all through:
 - a. A comprehensive drive to enhance both social equity and competitiveness;
 - b. Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
 - c. Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

In essence, the aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities. To that end, we must use both macro and micro economic policies to create a favourable overall environment and to support more labour-absorbing activities. The main indicators of success will be jobs (the number and quality of jobs created), growth (the rate, labour intensity and composition of economic growth), equity (lower income inequality and poverty) and environmental outcomes.

The state must coordinate its efforts around core priorities rather than dispersing them across numerous efforts, however worthwhile, that do not contribute to a sustained expansion in economic opportunities for our people. These are the core characteristics of a developmental state.

The requisite policy stability and coherence will be supported by effective social dialogue that helps establish a broad consensus on long-run policy goals and a vision for the country, and facilitates the necessary tradeoffs and sacrifices by ensuring a visibly fair distribution of the benefits from growth. Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective strategies that are realised without endless debates and delays. That, in turn, means government must both strengthen its own capacity for engagement and leadership, and re-design delivery systems to include stakeholders meaningfully.

The growth path therefore proposes strategies:

- To deepen the domestic and regional market by growing employment, increasing incomes and undertaking other measures to improve equity and income distribution, and
- To widen the market for South African goods and services through a stronger focus on exports to the region and other rapidly growing economies.

The measures in the New Growth Path, taken together, constitute a key means to address the income inequalities in our society. They place decent work (more and better jobs) at the centre of the fight against inequality but also include measures such as skills enhancement, small enterprise development, wage and productivity gain-sharing policies, addressing the excessive pay gap between top and bottom, progressive taxation and support for the social wage, meaning public services targeted primarily at low-income households.

The connection between economic and social measures needs to be further strengthened. In addition to their important social goals, basic and secondary education plays a critical role in long-run equality, access to employment and competitiveness. So does investment in health, including effective measures to address HIV/AIDS. Government has prioritised health and education investment and delivery. While the detailed measures are not spelt out in the New Growth Path, these services are critical success factors for this employment-rich strategy.

Jobs Drivers

If we can grow employment by five million jobs by 2020 (around three million more than the anticipated growth if we extrapolated from 2002 to 2009), over half of all working-age South Africans would have paid employment and narrow unemployment would drop by 10 percentage points from 25% currently to around 15%.

The jobs drivers we have identified are:

1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.
2. Targeting more labour-absorbing activities across the main economic sectors - the agricultural and mining value chains, manufacturing and services.
3. Taking advantage of new opportunities in the knowledge and green economies.
4. Leveraging social capital in the social economy and the public services.
5. Fostering rural development and regional integration.

In each of these areas, we will have to make a special effort to generate opportunities for young people, who face the highest unemployment rate.

As a first step, we will prioritise efforts to support employment creation in the following key sectors:

- infrastructure
- the agricultural value chain
- the mining value chain
- the green economy
- manufacturing sectors, which are included in IPAP2, and
- tourism and certain high-level services.

Jobs Driver 1: Infrastructure

Public investment can create 250 000 jobs a year in energy, transport, water and communications infrastructure and in housing, through to 2015. The jobs are in four activities: construction of new infrastructure; operation of the new facilities; expanded maintenance; and the manufacture of components for the infrastructure programme. In addition to these four activities, the impact of the massive infrastructure programme on job creation across the economy (the “multiplier effect”) will be substantial.

Jobs Driver 2: Main economic sectors

The New Growth Path targets opportunities for 300 000 households in agricultural smallholder schemes plus 145 000 jobs in agroprocessing by 2020, while there is potential to upgrade conditions for 660 000 farm workers. Initial projections by the Industrial Development Corporation (IDC) suggest that mining can add 140 000 additional jobs by 2020, and 200 000 by 2030, not counting the downstream and sidestream effects. Much of manufacturing is included under other jobs drivers, but IPAP2 targets 350 000 jobs by 2020 in the industries not covered elsewhere. High level services can create over 250 000 jobs directly just in tourism and business services, with many more possible in the cultural industries.

The New Growth Path sets out a range of practical measures at sectoral level to achieve the above employment targets, with the following core strategies:

- Restructuring land reform to support smallholder schemes with comprehensive support around infrastructure, marketing, finance, extension services, etc.; upgrading employment in commercial agriculture especially through improved worker voice; measures to support growth in commercial farming and to help address price fluctuations in maize and wheat while supporting national food security; acceleration of land claims processes and better support to new farmers following land-claims settlements; programmes to ensure competitive pricing of inputs, especially fertiliser; and support for fishing and aquaculture

- In tourism, strengthening measures to expand the tourism infrastructure and services, promote targeted marketing campaigns, manage costs, quality assurance and logistics, improve training and identify employment and entrepreneurial opportunities for the youth; in business services such as finance and communications, enhancing support measures to encourage diversification; and developing a comprehensive programme to support cultural industries. In addition, the conditions of vulnerable workers in the services will be addressed.

Jobs Driver 3: Seizing the potential of new economies

Technological innovation opens the opportunity for substantial employment creation. The New Growth Path targets 300 000 additional direct jobs by 2020 to green the economy, with 80 000 in manufacturing and the rest in construction, operations and maintenance of new environmentally friendly infrastructure. The potential for job creation rises to well over 400 000 by 2030. Additional jobs will be created by expanding the existing public employment schemes to protect the environment, as well as in production of biofuels. The IRP2 targets for renewable energy open up major new opportunities for investment and employment in manufacturing new energy technologies as well as in construction.

In addition, the New Growth Path targets 100 000 new jobs by 2020 in the knowledge-intensive sectors of ICT, higher education, healthcare, mining-related technologies, pharmaceuticals and biotechnology.

The main strategies to achieve the above targets are:

- Comprehensive support for energy efficiency and renewable energy as required by the IRP2, including appropriate pricing policies, combined with programmes to encourage the local production of inputs, starting with solar water heaters;
- Public employment and recycling schemes geared to greening the economy;
- Stronger programmes, institutions and systems to diffuse new technologies to SMEs and households;
- Greater support for R&D and tertiary education linked to growth potential and developing South Africa as the higher education hub for the continent; and
- Continuing to reduce the cost of and improve access to broadband.

Jobs Driver 4: Investing in social capital and public services

The social economy includes myriad not-for-profit institutions that provide goods and services, including co-ops, non-governmental organisations (NGOs) and stokvels. If the sector grew in South Africa closer to

international norms, we can anticipate 260 000 new employment opportunities. The public service can also generate 100 000 jobs in health, education and policing by 2020 even if it grows by only 1% a year, as well as substantial opportunities through public employment schemes. Significant steps are being taken to address the challenge of HIV/AIDS and these will impact on the size and shape of the public health infrastructure as well as improve the welfare and productivity of the workforce.

Achieving these targets requires comprehensive government support for social economy initiatives, including assistance with marketing, bookkeeping, technological and financial services and training, based in part on a stronger co-op support agency and possibly a training academy; the development of linkages within the social economy to encourage learning and mutual support; work with union and community investment companies to develop a Charter with commitments to job creation; and increasing state procurement from and service delivery through organisations in the social economy.

Jobs Driver 5: Spatial development

While urbanisation will continue, a significant share of the population will remain in rural areas, engaged in the rural economy. Government will step up its efforts to provide public infrastructure and housing in rural areas, both to lower the costs of economic activity and to foster sustainable communities. Rural development programmes can achieve a measurable improvement in livelihoods for 500 000 households, as well as stimulating employment in other sectors.

Enhancing rural employment requires finalisation of a spatial perspective that sets out the opportunities available and the choices that we must make in order to lay the basis for aligning government spending, infrastructure and housing investment and economic development initiatives. In addition, government must do more to support small-scale agriculture, including through community food gardens and marketing and service coops as well as accessible banking facilities.

The New Growth Path describes 10 required Policies for growth, decent work and equity, namely:

1. Active industrial policy
2. Rural development policy
3. Competition policy
4. Stepping up education and skills development
5. Enterprise development: promoting small business and entrepreneurship; eliminating unnecessary red-tape
6. Broad-based Black Economic Empowerment (BBBEE)
7. Labour policies
8. Technology policy

9. Developmental trade policies
10. Policies for African development

In the context of the uPhongolo Municipal area and the uPhongolo Local Municipality, the following two Policies are considered important:

Rural development policy

The poorest regions of the country, with the highest unemployment rates and most vulnerable workers, are the former Bantustan and commercial farming areas. Areas considered rural today developed historically as impoverished labour reserves for the urban economy, and not as viable economic zones. Still, the agricultural value chain offers major opportunities in these areas for employment creation through smallholder schemes and the processing and sale of agricultural products. Improvements in livelihoods for rural dwellers are possible by upgrading farm workers' conditions and organisation and helping rural households increase production. Other jobs drivers, notably the public sector and social economy, tourism and infrastructure, can also contribute.

An effective rural development strategy geared to improving livelihoods and employment on a large scale must:

- Be rooted in a realistic understanding of the economic potential of different regions of the country, including the quality of land, water and proximity to markets; and
- Take into account long-term changes in settlement patterns with the end of apartheid residential laws.

Specific measures in these areas are proposed for rural development as a jobs driver.

Core considerations will be:

- Reprioritising budgets for housing and social services to address rural backlogs, which requires managing trade-offs and addressing gross inequalities in municipal revenues;
- Support for market and financial institutions, especially co-ops, that enable small producers to enter formal value chains and take advantage of economies of scale; and
- The identification of viable opportunities, including smallholder schemes that can improve livelihoods on a large scale, especially by building on regional synergies and clusters.

Stepping up education and skills development policy

Improvements in education and skill levels are a fundamental prerequisite for achieving many of the goals in this growth path. The growth path also requires a radical review of the training system to address shortfalls in artisanal and technical skills

Engineers: Target at least 30 000 additional engineers by 2014.

Artisans: Target at least 50 000 additional artisans by 2015.

Workplace skills: Improve skills in every job and target 1,2 million workers for certified on-the-job skills improvement programmes annually from 2013.

Further education and training (FET) colleges have a central role in providing important middle-level skills for young people. An immediate goal is to expand enrolment at FET colleges, targeting a million students in FET colleges by 2014.

Information and communications technology (ICT) skills: The departments of education should ensure that computer skills are taught in all secondary schools and form part of the standard adult basic education and training (ABET) curriculum by 2015.

Policy framework: Finalise the National Skills Development Strategy taking into account the needs emerging from the growth path.

Institutional Drivers

The New Growth Path recognises the role of an effective, developmental state in achieving broad-based employment growth. This perspective raises at least three critical institutional issues: the role of the state, the market and key market players, and social mobilisation and dialogue.

Institutional drivers outside the state

The main institutional drivers outside the state are business, organised labour and other civil society actors.

Key to the implementation of the New Growth Path is the development of more constructive and collaborative relations between the state and business, where:

- Government commits to minimise unnecessary economic costs, such as unnecessary regulatory requirements and delays, inadequate infrastructure, weak education and training, and

- Business responds by supporting critical and innovative initiatives for a more inclusive and equitable economy, especially projects that can generate employment on a much larger scale, through investment, technical support and mentoring, and appropriate pricing policies.

Social dialogue and mobilisation

This growth path requires that the state (a) facilitate national and workplace productivity accords, (b) support community organisation, including through the Community Works Programmes and other delivery mechanisms that build community and collective action, and (c) strengthen existing institutions for social dialogue, including Nedlac, sectoral and local forums. This work must critically enhance information flows, ensure government is more responsive to economic needs and reduce the transaction costs for our partners

Implications for Provinces and Localities: The Spatial Dimensions of the Growth Path

Apartheid left South Africa with an extraordinary spatial divergence between the economic centres of the country, linked to the metro areas, and the densely settled rural areas of the former Bantustans, which have very limited economic resources and investments. Within metros, too, there are vast disparities and spatial challenges, with townships located far from most employment opportunities. A core task for the New Growth Path is to break with this legacy through a coherent approach to spatial development backed by strong investment in infrastructure and the identification of viable and sustainable opportunities for historically disadvantaged regions. Rural development will necessarily depend largely on links to the main urban areas. For instance, smallholder schemes in the Eastern Cape can produce for factories in Port Elizabeth or East London; tourism in Mpumalanga relies primarily on visitors from Gauteng.

Given the extraordinary differences in natural, economic and social conditions across our country, provinces and localities must adapt the broad drivers in the growth path to their circumstances. A spatial economic strategy will indicate how the jobs drivers affect different provinces, municipalities and rural areas, linking in to the rural development strategy and industrial policies.

1.1.4 “Breaking New Ground”: From Housing to Sustainable Human Settlements

Poverty is understood to involve three critical dimensions: *income*, *human capital* (services and opportunity) and *assets*. Housing primarily contributes towards the alleviation of asset poverty.

“Sustainable human settlements” refer to:

“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”.

The present and future inhabitants of sustainable human settlements, located both in urban and rural areas, live in a safe and a secure environment and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services. Land utilization is well planned, managed and monitored to ensure the development of compact, mixed land-use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is imperative. Specific attention is paid to ensuring that low-income housing is provided in close proximity to areas of opportunity. Investment in a house becomes a crucial injection in the second economy, and a desirable asset that grows in value and acts as a generator and holder of wealth. Sustainable human settlements are supportive of the communities which reside their, thus contributing towards greater social cohesion, social crime prevention, moral regeneration, support for national heritage, recognition and support of indigenous knowledge systems, and the ongoing extension of land rights.

In line with the NSDP and the Draft National Urban Strategy, the Department will enhance its contribution to spatial restructuring by:

Progressive Informal Settlement Eradication

Informal settlements must urgently be integrated into the broader urban fabric to overcome spatial, social and economic exclusion.

Promoting Densification and Integration

The new human settlements plan includes the following interventions:

- Densification policy
- Residential development permits

It is proposed that 20% of all residential development would constitute low cost to affordable housing and would be prescribing through the permit.

- Fiscal incentives

The Department, in conjunction with Treasury and SARS, will investigate the development of fiscal incentives to promote the densification of targeted human settlements and whilst introducing disincentives to sprawl.

Enhancing Spatial Planning

Greater coordination and alignment of various planning instruments and economic policies lies at the heart of sustainable human settlements.

Enhancing the location of new housing projects

The new human settlements plan envisages the following interventions:

- Accessing well-located state-owned and para-statal land
- Acquisition of well-located private land for housing development
- Funding for land acquisition
- Fiscal incentives

The Department will engage with SARS and Treasury to investigate the introduction of fiscal incentives (and disincentives) to support the development of well-located land.

Supporting Urban Renewal and Inner City Regeneration

Urban renewal is a targeted intervention by government to resuscitate declining urban areas.

The new human settlements plan will support this by:

- Encouraging Social (Medium-Density) Housing
- Increasing effective demand

Developing social and economic infrastructure

There is a need to move away from a housing-only approach towards the more holistic development of human settlements, including the provision of social and economic infrastructure. The new human settlements plan proposes that:

- Construction of social and economic infrastructure

A multipurpose cluster concept will be applied to incorporate the provision of primary municipal facilities such as parks, playgrounds, sport fields, crèches, community halls, taxi ranks, satellite police stations, municipal clinics and informal trading facilities.

- New funding mechanism

A New funding mechanism be introduced to fund the development of the primary social/community facilities, which will focus on informal settlement upgrading projects, completed housing projects still lacking social facilities and new housing projects.

- **Municipal implementation**

Municipalities will be the primary implementation agencies and will submit business plans for approval to Provincial Housing Departments.

Enhancing the Housing Product

There is a need to develop more appropriate settlement designs and housing products and to ensure appropriate housing quality in both the urban and rural environments. The new human settlements plan accordingly proposes the following:

- **Enhancing settlement design**

The Department will investigate the introduction of enhancing measures and incentives to include design professionals at planning and project design stages, and will develop design guidelines for designers and regulators to achieve sustainable and environmentally efficient settlements.

- **Enhancing housing design**

Within the rural context, there is a need to make housing interventions more effective, to enhance the traditional technologies and indigenous knowledge which are being used to construct housing in rural areas and to improve shelter, services and tenure where these are priorities for the people living there. Within the urban context, there is a need to focus on “changing the face” of the stereotypical “RDP” houses and settlements through promotion of alternative technology and design.

- **Addressing housing quality**

1.1.5 Comprehensive Rural Development Programme (CRDP)

The National Department of Rural Development and Land Reform (DRDLR) has been given the mandate by the President of South Africa to develop a Comprehensive Rural Development Programme (CRDP) throughout the country. To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a co-ordinated and integrated broadbased agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that “sustainable and vibrant rural communities” are succeeding throughout South Africa.

Below is a three pronged strategy to ensure that the Department achieves its objective (Agrarian transformation, Rural development and Land reform):

The Agrarian transformation includes, but is not limited to the following:

- Increased production and the optimal and sustainable use of natural resources including land, grass, trees, water, natural gases, mineral resources etc;
- livestock farming (cattle, sheep, goats, pigs, chickens, turkey, game, bees, fish, etc), including the related value chain processes;
- cropping (grain, vegetables, fruit, spices, medicines, etc), including the related value chain processes;
- the establishment and strengthening of rural livelihoods for vibrant local economic development;
- the use of appropriate technology, modern approaches and indigenous knowledge systems; and
- Food security, dignity and an improved quality of life for each rural household.

Rural development includes, but is not limited to the following:

Improved economic infrastructure:

- Roads, railways, ports;
- shearing sheds;
- dipping tanks;
- milk parlours;
- community gardens;
- production/marketing stalls;
- fencing for agricultural purposes;
- storage warehouses;
- distribution and transport networks;
- electricity networks;
- communication networks (land lines, cell phones, radio, television, etc);
- irrigation schemes for small scale farmers;
- water harvesting, water basin and water shed management systems (dams etc);
- post office services and internet cafes;
- rural shopping malls.

Improved social infrastructure:

- Social mobilization to enable rural communities to take initiatives;
- establish savings clubs and cooperatives for economic activities, wealth creation and the productive use of assets;
- communal sanitation and ablution systems to improve health conditions;
- access to resourced clinics;
- sport and recreation facilities especially for women and youth development;
- rural libraries to promote a reading culture;
- rehabilitation and development of schools as centres of excellence;
- community halls and museums;
- non-farming activities to strengthen rural livelihoods;
- ABET centres for capacity building and appropriate skills development;
- leadership training, social facilitation and conscientious awareness for CRDP and socio-economic independence;
- democratise rural development, participation and ownership of all processes, projects and programmes;
- co-ordination, alignment and cooperative governance (local municipalities, traditional councils, provincial government);
- participation of NGOs, including faith-based organisations, community-based organizations and other organs of civil society;
- social cohesion and access to human and social capital.

Land reform includes, but is not limited to the following:

Increasing the pace of land redistribution

- Provide increased access to land for previously disadvantaged people, through the redistribution of 30% of white-owned agricultural land;
- review the land reform products and approaches (LRAD, SPLAG, LASS, PLAS, ABP, LARP, etc) for greater effectiveness and relevance to the CRDP, including the implementation of related policies (use-it-or-lose-it, leasing, post settlement support, etc);
- review land acquisition processes (value for money for each hectare of land bought, proposal for a special land commission for an audit of privately owned agricultural land, the productive use of land transferred to the landless, the effective development and beneficiation of the land reform beneficiaries.

Increasing the pace of land tenure reform:

- Fast-track the settlement of labour tenant claims, especially in KwaZulu-Natal and Mpumalanga;

- facilitate secure access to land by farm dwellers;
- protect the land rights of farm workers and create decent jobs on farms;
- deal effectively and promptly with illegal evictions;
- establish agri-villages for local economic development on farms;
- provide basic needs for farm dwellers, including water, sanitation, electricity, housing, etc;
- implement CLaRA to stimulate economic growth in traditional communities in the former homeland areas, while promoting efficient use of land and the sustainable use of natural resources;
- deal effectively with State land administration;
- Provide support and capacity building to farm dwellers.

Speeding up the settlement of outstanding land restitution claims:

- Provide an analysis of outstanding claims (nature and type), indicate related challenges and how these should be addressed to speed up the finalization of claims and indicate clearly what is possible by the year 2011 (including what will be still outstanding, if any);
- adopt a developmental approach to the settlement of restitution claims to demonstrate a contribution to the CRDP;
- develop a strategy to deal with land claims in the Land Claims Court, to ensure that these are “winnable strong cases” setting good precedent and appealing cases that may set a bad precedent;
- Ensure sustainability, beneficiation and contribution to poverty eradication, economic growth and the creation of employment opportunities, as well as the vibrancy of land restitution projects, going forward.

Effective support to all land reform programmes through land planning and information:-

- Provide a reliable and efficient property/deeds registration system; improving it by modernizing and digitizing the cadastres (e-cadastre);
- contribute to economic growth and housing development by providing government and private agents with essential land information to engage in planning as well as economic transactions;
- provide a basis for the design of a land value tax, land valuation and sustainable land management;
- provide surveys and mapping services to various clients for different needs;
- Provide spatial planning information and services to local municipalities and other public or private institutions that may need these services for developmental purposes.

1.2 DRAFT NATIONAL STRATEGY ON SUSTAINABLE DEVELOPMENT AND ACTION PLAN

Sustainable development recognizes the interdependencies between economic growth, social equity and environmental integrity. Although definitions vary, an internationally accepted definition emphasizes the need for a long term planning horizon, and the adoption of a development path that improves the quality of life of current generations, while leaving future generations with at least the same capacity and options for development, the importance of enhancing horizontal linkages and promoting co-ordination across sectors, and in particular for recognizing synergies and tensions across sectors; the importance of vertical spatial linkages, so that local, provincial, national and global development efforts and governance are mutually supportive; and the role of partnership between government, business, non-government and community and voluntary organizations.

Sustainability and Sustainable Development

Sustainability is the overall goal while sustainable development is the process by which we move towards the goal. Sustainable development implies the selection and implementation of a development option which allows for the achievement of appropriate and justifiable social and economic goals (based on meeting basic needs and equity) without compromising the natural system on which it is based.

The South African Vision as outlined in the National Framework for Sustainable Development (“NFSD”)

South Africa’s vision of a sustainable society: “South Africa aspires to be a sustainable, economically prosperous and self-reliant nation state that safeguards its democracy by meeting the fundamental human needs of its people, by managing its limited ecological resources responsibly for current and future generations, and by advancing efficient and effective integrated planning and governance through national, regional and global collaboration.”

The vision is underpinned by a number of principles:

Fundamental principles: these are related to the fundamental human rights guaranteed in the Constitution, namely:

- Human dignity and social equity;
- Justice and fairness; and
- Democratic governance

Substantive principles: these are based on sustainable development principles already enshrined in South African law and underscoring a system approach to achieving sustainable development:

- Efficient and sustainable use of natural resources;
- Socio-economic systems are embedded within, and dependant on, eco-systems; and
- Basic human needs must be met to ensure resources necessary for long-term survival are not destroyed for short term gain.

Process principles: these apply to the implementation of the NFSD, namely;

- Integration and innovation;
- Consultation and participation; and
- Implementation in a phased manner.

Due to the complex development considerations, that include the worrying increase in the gap between the rich and poor populations in the country, a simple “triple bottom line” approach to sustainable development is insufficient. This realisation led to the broader definition of sustainable development. The country’s approach accepts that social, economic and ecosystem factors are embedded within each other, and are underpinned by a system of governance.

The approach presents a systems approach to sustainability where the economic system, socio-political system and ecosystem are embedded within each other, and then integrated through the governance system that holds all the other systems together within a legitimate regulatory framework. Sustainability implies the continuous and mutually compatible integration of these systems over time; sustainable development means making sure that these systems remain mutually compatible as the key development challenges are met through specific actions and interventions to eradicate poverty and severe inequalities.

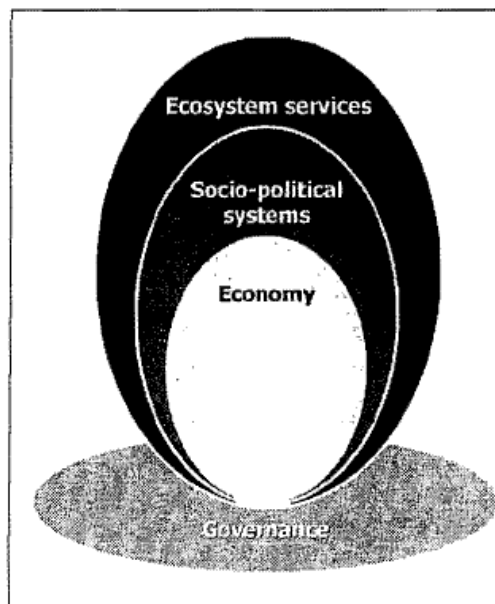


Figure 1: Sustainable System

Purpose of the Draft National Strategy on Sustainable Development and Action Plan

It provides the Strategy and Action Plan to support the implementation of the NFSD.

The Strategy sets out what is needed to shift South Africa onto a new development path.

The Action Plan has been formulated in the context of the aforementioned strategy and sets out the strategic goals and interventions required in respect of the strategic priorities identified in the NFSD. The strategic priorities given in the NFSD are:

- Priority 1: Enhancing systems for integrated planning and implementation;
- Priority 2: Sustaining our ecosystems and using natural resources efficiently;

- Priority 3: Economic development via investing in sustainable infrastructure;
- Priority 4: Creating sustainable human settlements; and
- Priority 5: Responding appropriately to emerging human development, economic and environmental challenges (including climate change, rising oil prices, globalisation and trade)

The Strategy

The elements of the strategy are therefore as follows:

- Directing the development path towards sustainability;
- Changing behaviour, values and attitudes; and
- Restructuring the governance system and building capacity.
- Directing the development path towards sustainability

South Africa's current economic development path is based primarily on maximising economic growth as measured by the gross domestic product (GDP), particularly through mining, manufacturing and agricultural activities. This has resulted in an energy-intensive economy and an erosion of the resource base, a situation which is clearly unsustainable.

Historically, most of South Africa's towns and cities have been characterised by urban sprawl, with the predominant housing model being of detached, single family houses. Moreover, largely as a consequence of apartheid policies, communities are not integrated, with low-income housing and informal settlements generally located on the outskirts of urban areas, far removed from job opportunities and community services, while, at the same time, safe and efficient public transport is generally lacking. There are also massive inequalities between the lifestyles of those living in informal settlements - where there are limited or no basic services - and the high levels of consumption which characterise the wealthy suburbs. This lack of access to modern services often forces the poor to engage in practices which are detrimental to both their health and the environment - for example, the indoor burning of solid fuels for cooking. Again, this situation is not consistent with a sustainable society.

The need to put in place new socio-economic objectives, particularly around issues of equity, is clearly central to the policies of the democratic government.

Strategic Goals:

- To reduce resource use as well as the carbon intensity of the economy;
- To provide equal access to resources and a decent quality of life for all citizens; and
- To ensure effective integration of sustainability concerns into all policies, planning and decision-making at national, provincial and local levels.
- Changing values and behaviour

A key component of moving towards a sustainable society is to change people's perceptions of what constitutes "well-being" and, based on this, to develop new social goals. In support of this, efforts should also be made to increase awareness and understanding of the value of ecosystems and natural resources to human wellbeing, and to introduce incentives/disincentives to encourage environmentally responsible behaviour. The current structure of society often prevents people from behaving in a manner which is sustainable, even when they would like to - for example, the lack of safe the efficient public transport, the shortage of recycling facilities etc.

Strategic Goals:

- To develop and promote new social and economic goals based on sustainability;
- To promote environmentally responsible behaviour through incentives and disincentives;
- To build a culture that recognises that socio-economic systems are dependent on and embedded within ecosystems; and
- To increase awareness and understanding of the value of natural resources (ecosystem services) to human wellbeing.
- Life expectancy;
- Literacy gross enrolment ratio;
- Standard of living, natural logarithm gross domestic product per capita.
- Restructuring and governance system and building capacity

Strategic Goals:

- To ensure effective integration and collaboration across all functions and sectors within government;
- To demonstrate commitment in changing the development focus to one based on sustainable programmes;
- To adopt a long-term view to development planning and implementation that takes cognisance of intergenerational equity;
- To adhere to and exercise principles of good and ethical governance; and
- To monitor, evaluate and report performance and progress in respect of sustainability goals.

1.3 THE DRAFT SPATIAL PLANNING AND LAND USE MANAGEMENT BILL, 2011

The draft Spatial Planning and Land Use Management Bill, 2011, sets out the following spatial planning and land use management principles:

The principle of spatial justice, whereby-

- past spatial and other development imbalances are redressed through improved access to and use of land;
- Spatial Development Frameworks and policies at all spheres of government address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;
- spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons;
- land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application;

The principle of spatial sustainability, whereby spatial planning and land use management systems must-

- promote land development that is within the fiscal, institutional and administrative means of the country;
- ensure protection of the prime and unique agricultural land, the environment and other protected lands and the safe utilisation of land;
- promote and stimulate the effective and equitable functioning of land markets;
- consider all the current and future costs to all parties for the provision of infrastructure and social services in land developments;
- promote land development in locations that are sustainable and limit urban sprawl;
- result in communities that are viable;

The principle of efficiency whereby-

- land development optimises the use of existing resources and infrastructure;
- decision-making procedures are designed with a view to minimising negative financial, social, economic or environmental impacts; and
- development application procedures are efficient and streamlined and time frames are adhered to by all parties;

The **principle of spatial resilience** whereby flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

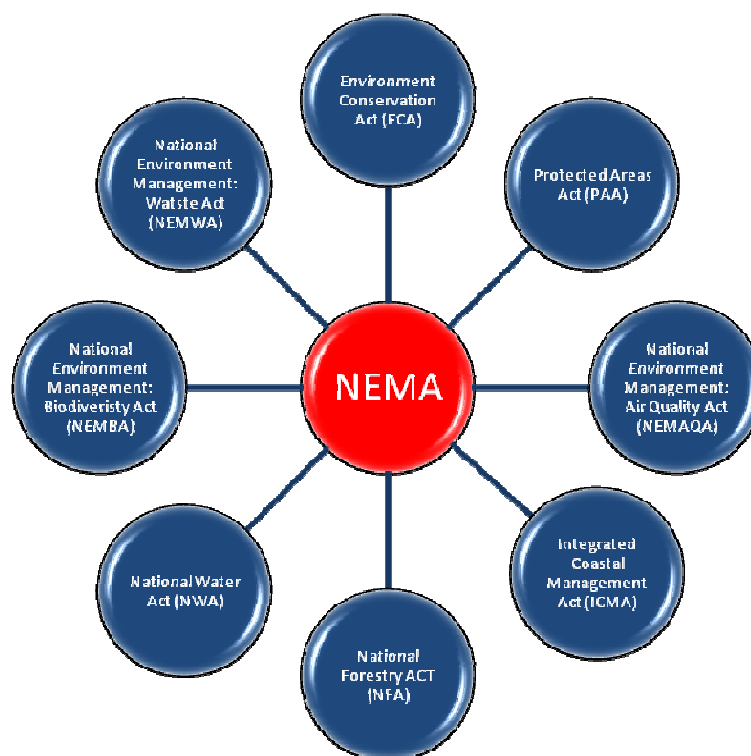
The **principle of good administration** whereby:-

- all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- no government department may withhold their sector input or fail to comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks;
- the requirements of any law relating to land development and land use are met timeously;
- the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and
- Policies, legislation and procedures must be clearly set out and inform and empower citizens.

1.3.1 National Environmental Management Act (Act 107 of 1998) (NEMA)

The National Environmental Management Act (NEMA) is central to South African environmental laws as it gives effect to the “environmental right” within the Constitution and acts as a hub for all other environmental legislation.

Figure 2: NEMA Act's



The purpose of the NEMA is to provide for co-operative, environmental governance on matters affecting the environment by establishing principles for decision-making and institutions that will promote co-operative governance and procedures for coordinating environmental functions.

Chapter 1 of NEMA sets out the following environmental management principles:

1. The principles set out in this section apply throughout the Republic to the actions of all organs of state that may significantly affect the environment and -
 - shall apply alongside all other appropriate and relevant considerations, including the State's responsibility to respect, protect, promote and fulfil the social and economic rights in Chapter 2 of the Constitution and in particular the basic needs of categories of persons disadvantaged by unfair discrimination;
 - serve as the general framework within which environmental management and implementation plans must be formulated;
 - serve as guidelines by reference to which any organ of state must exercise any function when taking any decision in terms of this Act or any statutory provision concerning the protection of the environment;
 - serve as principles by reference to which a conciliator appointed under this Act must make recommendations; and
 - Guide the interpretation, administration and implementation of this Act, and any other law concerned with the protection or management of the environment.
2. Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably.
3. Development must be socially, environmentally and economically sustainable.
4.
 - a) Sustainable development requires the consideration of all relevant factors including the following:
 - That the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimized and remedied;
 - that pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimized and remedied;
 - that the disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimized and remedied;

- that waste is avoided, or where it cannot be altogether avoided, minimized and reused or recycled where possible and otherwise disposed of in a responsible manner;
 - that the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of the resource;
 - that the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardized;
 - that a risk averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions; and
 - that negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimized and remedied.
- b) Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.
- c) Environmental justice must be pursued so that adverse environmental impacts shall not be distributed in such a manner as to unfairly discriminate against any person, particularly vulnerable and disadvantaged persons.
- d) Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human wellbeing must be pursued and special measures may be taken to ensure access thereto by categories of persons disadvantaged by unfair discrimination.
- e) Responsibility for the environmental health and safety consequences of a policy, programme, project, product, process, service or activity exists throughout its life cycle.
- f) The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured.
- g) Decisions must take into account the interests, needs and values of all interested and affected parties, and this includes recognizing all forms of knowledge, including traditional and ordinary knowledge.

- h) Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.
- i) The social, economic and environmental impacts of activities, including disadvantages and benefits, must be considered, assessed and evaluated, and decisions must be appropriate in the light of such consideration and assessment.
- j) The right of workers to refuse work that is harmful to human health or the environment and to be informed of dangers must be respected and protected.
- k) Decisions must be taken in an open and transparent manner, and access to information must be provided in accordance with the law.
- l) There must be intergovernmental coordination and harmonization of policies, legislation and actions relating to the environment.
- m) Actual or potential conflicts of interest between organs of state should be resolved through conflict resolution procedures.
- n) Global and international responsibilities relating to the environment must be discharged in the national interest.
- o) The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environment must be protected as the people's common heritage.
- p) The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimizing further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.
- q) The vital role of women and youth in environmental management and development must be recognized and their full participation therein must be promoted.
- r) Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands, and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

Section 23 of NEMA promotes the use of environmental management tools, such as Environmental Impact Assessment, to consider, investigate, assess and report on to the Competent Authority, the impacts of “listed activities.”

Section 24 of NEMA empowers the Minister of Environmental Affairs to publish a list of activities for which prior Environmental Authorization is required. These activities are listed in:

- GNR 544 (2010) - A Basic Assessment (BA) process is applicable to those activities listed in this notice.
- GNR 545 (2010) - An Environmental Scoping and Environmental Impact Reporting (ES&EIR) process is applicable to those activities listed in this notice.
- GNR 546 (2010) - A BA process is applicable to those activities listed in this notice.

The minimum requirements for a BA and ES&EIR are set out in GNR 543 (2010).

Section 24 (f) states that it is an offence to “commence” a listed activity without Environmental Authorization, and if found guilty, the maximum prescribed penalty fine is R5 million or ten years in prison or both such a fine or imprisonment.

1.3.2 Environment Conservation Act (Act 73 of 1989)

The relevant sections from the Environment Conservation Act (ECA) include, but not limited, to the following:

- Sections 19, 19A, and 24A - Prohibition of littering.
- Sections 20 and 24 - Control of waste disposal sites.
- Sections 23 and 27 - Declaration of Limited Development Areas.
- Section 25 - Noise Control.
- Sections 31 and 31A - Power of Government to order cessation of harmful activity.

1.3.3 National Environmental Management: Biodiversity Act (Act 10 of 2004)

The National Environmental Management: Biodiversity Act (NEMBA) was enacted in order to meet South Africa’s obligations in terms of the 1992 Convention on Biological Diversity. NEMBA represents a shift in the approach to species protection, acknowledging that in order to protect a particular species, such as Black Rhino, its habitat and the ecosystem of which it is a part must also be protected. The key elements of NEMA include:

- Chapter 4 covers the protection of ecosystems, the protection of species, gives effect to South Africa's obligations in terms of CITES, and ensures that biodiversity is utilised in a sustainable way.
- Chapter 52 empowers the Minister of Environmental Affairs to publish a list of ecosystems that are threatened and in need of protection. The draft national list of Threatened Ecosystems was published in GNR 1477 (of 2009).
- Section 53 empowers the Minister of Environmental Affairs to identify any process or activity in a listed ecosystem as a "threatening activity" and require prior Environmental Authorization.
- Section 56 empowers the Minister of Environmental Affairs to publish a list species which are considered to be critically endangered, endangered, vulnerable, or need of protection.
- Chapter 5 regulates the control of alien species and eradication of listed invasive species. The draft list of alien and invasive species was published in GNR 1146 and GNR 1147 (of 2007).

1.3.4 National Environmental Management: Protected Areas Act (Act 57 of 2003)

The National Environmental Management: Protected Areas Act (PAA) was enacted to provide for declaration and management of protected areas in South Africa. PAA should be read in conjunction with the principles set out in NEMA and Section 5 and 6 of NEMBA. PAA represents a shift in the approach to conservation from the historical "protectionist" approach (i.e. exclusion of local communities) to allowing controlled access to resources and participation in the management of protected areas.

1.3.5 National Environmental Management: Waste Act (Act 59 of 2008)(NEMWA)

The National Environmental Management: Waste Act (NEMWA) was enacted to protect health and the environment by providing for:

- Institutional arrangements and planning matters.
- Reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development.
- National norms and standards for regulating the management of waste by all spheres of government.
- Specific waste management measures.
- Licensing and control of waste management activities.
- Remediation of contaminated land.
- National waste information system.
- Compliance and enforcement.

Chapter 5 of NEMWA covers the licensing of waste management activities. The list of activities requiring a Waste Management License is published in:

- GNR 718 (2009) - A Basic Assessment process in accordance with EIA regulations (i.e. GNR 543 of 2010) is required for activities listed in this notice.
- GNR 719 (2009) - An Environmental Scoping and Environmental Impact Reporting process in accordance with EIA regulations (i.e. GNR 543 of 2010) is required for activities listed in this notice.

1.3.6 National Water Act (Act 36 Of 1998)

The National Water Act (NWA) is the main South African statute regulating fresh water use and pollution. NWA is administered by the Department of Water Affairs (DWA) and regulates the use, flow, and control of all water in the country.

- Chapter 2 provides for the protection of water resources through the classification of water resources, determination of reserves, prevention, and remedying of pollution, and control of emergency incidents.
- Chapter 4 defines the general principles and conditions relating to the use of water. This includes both general authorization and water use licenses.

1.3.7 KwaZulu-Natal Provincial Growth and Development Strategy (PGDS)

1.3.7.1 INTRODUCTION AND PURPOSE

The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources.

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Need and Potential.

1.3.7.2 SPATIAL RATIONALE

1.3.7.2.1 SPATIAL VISION AND APPROACH

The envisaged spatial vision for KwaZulu-Natal could be summarised as follow:

“Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development.”

1.3.7.3 SPATIAL PRINCIPLES

1.3.7.3.1 Principle of Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas.

1.3.7.3.2 Principle of Economic Potential

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation. The principles further promotes the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

1.3.7.3.3 Principle of Sustainable Communities

The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities.

Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists planning and investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.

1.3.7.3.4 Principle of Local Self-Sufficiency

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

1.3.7.3.5 Principle of Spatial Concentration

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment i.e. roads, facilities, housing etc. This is envisaged to lead to greater co-ordination of both public and private investment and result in higher accessibility of goods and services to communities while ensuring more economic service delivery.

This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

1.3.7.3.6 Principle of Sustainable Rural Livelihoods

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural , financial and social capitals of an area and spatially structure these in support of each other.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

1.3.7.3.7 Principle of Balanced Development

The Principle of Balance Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

1.3.7.3.8 Principle of Accessibility

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localized needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

1.3.7.3.9 Principle of Co-ordinated Implementation

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of role-player mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed investment should be focused on planned key interventions localities.

This principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

1.3.7.4 SPATIAL VARIABLES

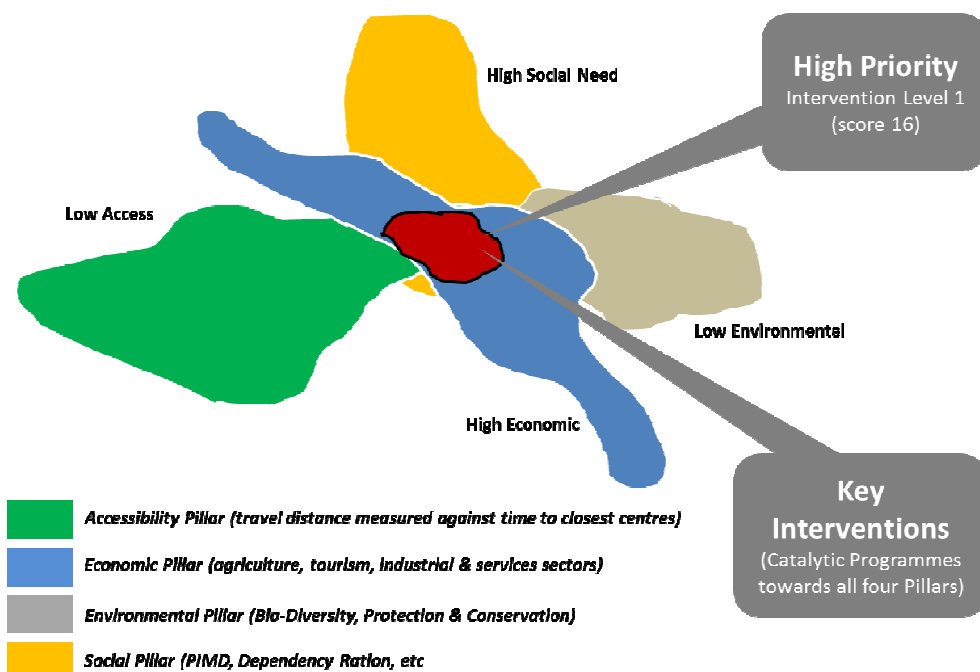
- Environmental Sensitivity
- Economic Potential
- Social Need
- Urban Accessibility

In order to effectively combine these four variables into a single map of key intervention areas, the categories/level of each variable was weighted and ranked into five similarly described categories to allow for effective overlaying comparisons. The various weighting and categories used per variable is briefly illustrated below:

An area with high social need, high economic potential, low environmental vulnerability and low accessibility would score a maximum of 16 variable weighted points and be identified as a high priority intervention area as graphically illustrated:

Figure 3: Weighting and Categories Used per Variable

Social Need		Economic Potential		Environmental Vulnerability		Accessibility	
Highest	4	Highest	4	Low	4	Low	4
Moderate-High	3	Moderate-High	3	Moderate-High	3	Medium-Low	3
Moderate	2	Moderate	2	Moderate	2	Medium-Low	2
Moderate-Low	1	Moderate-Low	1	Moderate-Low	1	Medium-High	1
Low	0	Low	0	Highest	0	Highest	0



In order to compile a combined map of key intervention areas (using this method) for the entire province, intervention categories were classified as follow:

- Key Intervention Area Level 1 (Scoring between 13 and 16 variable weighed points),
- Key Intervention Area Level 2 (Scoring between 10 and 12 variable weighed points),
- Key Intervention Area Level 3 (Scoring between 7 and 9 variable weighed points),
- Key Intervention Area Level 4 (Scoring between 4 and 6 variable weighed points),
- Key Intervention Area Level 5 (Scoring between 0 and 3 variable weighed points).

The various nodes and their broad intended function and possible interventions are described by the table below:

Table 9: Various nodes and broad intended functions.

Intervention Node	Broad Intended Function
Primary Node	<p>Only eThekweni is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy. The main categories of potential within this node includes:</p> <ul style="list-style-type: none"> ● Production of high value, differentiated goods, ● Production of labour intensive, mass produced goods, ● Innovation and experimentation, ● Retail and private sector services, ● Tourism, ● Public service and administration
Secondary	Richards Bay, Msunduzi, Newcastle and Port Shepstone has

Intervention Node	Broad Intended Function
Nodes	<p>been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy. Key strategic interventions specifically targeted at these nodes might include:</p> <ul style="list-style-type: none"> ● Primary Economic Growth Area ● Priority Socio-Economic Development Spending ● Promote as Primary Node in support of Corridor Development ● Promote Compact Urban Development & Combat Urban Sprawl ● Promote Focused Investment & Managed Growth ● Promote Densification (Brown Agenda) and Infill Development ● Provide Economies of Scale for Effective & Affordable Service Delivery ● Infill where High Levels of Services are Available (Restructuring Nodes) ● Increased Residential Density (number of dwellings) ● Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply) ● Priority spending on Infrastructural Upgrading Needs (New & Maintain) ● Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities ● Single Land Use Management System (Township Formalization)
Tertiary Nodes	<p>These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is represented by the following towns:</p> <ul style="list-style-type: none"> ● Pongola ● Vryheid, ● Ulundi, ● Dundee, ● Ladysmith, ● Estcourt, ● Howick, ● Kwadukuza, ● Ixopo, ● Scottburgh, ● Hibberdene, ● Kokstad, ● Margate. <p>Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:</p> <ul style="list-style-type: none"> ● Secondary Economic Growth Areas ● Promote as Secondary Node in support of Corridor Development ● Promote Compact Urban Development & Combat Urban Sprawl ● Promote Focused Investment & Managed Growth ● Promote Densification (Brown Agenda) & Infill

Intervention Node	Broad Intended Function
	<p>Development</p> <ul style="list-style-type: none"> ● Provide Economies of Scale for Effective & Affordable Service Delivery ● Infill where High Levels of Services are Available (Restructuring Nodes) ● Increased Residential Density (number of dwellings) ● Promote Socio-Economic Upliftment ● Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply) ● Priority spending on Infrastructural Upgrading Needs (New & Maintain) ● Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities ● Single Land Use Management System (Township Formalisation) ● Social inclusion Areas focus Investment in People rather than Places
Quaternary Nodes	<p>These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, including but not limited to:</p> <ul style="list-style-type: none"> ● Nongoma, ● Nkandla, ● Bergville, ● Greytown, ● Underberg, ● uMzimkulu <p>Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:</p> <p>Focused investment in areas of Poverty Concentrations</p> <ul style="list-style-type: none"> ● Promote Integration (Green Agenda) ● Integration in terms of Mixed Densities & Uses ● Improve Transportation linkages to Nodes ● Promote Social-economic Integration ● Eradicate Backlogs & Promote Basic Service Infrastructure & Delivery ● Promote Socio-Economic Upliftment ● Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply) ● Priority spending on Infrastructural Upgrading Needs (New & Maintain) ● Rural Service Delivery Point ● Promote & Establish PPP's ● Promote Cultural & Community Based Tourism
Rural Service Centres	<p>The proposed rural service centres are envisaged to serves as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities:</p>

Intervention Node	Broad Intended Function
	<ul style="list-style-type: none"> ● Traditional administration centre, ● Taxi/ bus stop, ● Informal trading / market area, ● Social facility (clinic, library etc), ● Skills development centre (mainly local schools), ● Mobile services point (mobile clinics, pension pay points, mobile library etc) ● Small commercial facility ● Recreational facility such as a sport field.

1.3.8 KwaZulu-Natal Spatial & Economic Development Strategy (PSEDS)

1.3.8.1 The Provincial Spatial & Economic Development Strategy aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities;
- Influence investment decisions of the private sector;

The principles of development and growth underpinning the PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens. Basic services include health, education, housing, transport
- All areas of the province require development
- Certain areas of the province will drive economic growth
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth
- Four key sectors have been identified as drivers of economic growth in the province, namely:
 - The Agricultural sector (including agri-processing and land reform)
 - The Industrial sector (Including Manufacturing)
 - The Tourism sector
 - The Service sector (including government services)
 - The logistics and transport sector (including rail) underpin growth in all four sectors.
- Sustainable and affordable water and energy provision is crucial to economic growth & development.

1.3.8.2 Sukuma Sakhe

Operation Sukuma Sakhe Programme (formerly known as the Flagship Programme) seeks to institute food security, fight disease, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to install behavioural change amongst the citizens of the province.

Operation Sukuma Sakhe has a ‘whole of Government approach’ as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government; therefore delivery of services is required through partnerships with community, stakeholders, and government. Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. We will encourage social mobilization where communities have a role, as well as delivery of government services in a more integrated way. Government has structured programs, which need to get as deep as to the level of the people we are serving. This is at ward level, translating to all 11 districts and all households in all 51 municipalities.

Operation Sukuma Sakhe will ensure that all challenges are monitored and that an enabling environment for poverty reduction is in place. The Government therefore is continuing to create a better life for all through development and implementation of the Sukuma Sakhe holistic program that deals with individual, household and community needs. This program addresses the challenges of extreme poverty and food insecurity, which affects people in KwaZulu-Natal. It focuses on creating healthy and sustainable communities and providing an integrated program addressing empowerment of women, children and the vulnerable groups. Ignoring this will continue to pose a serious threat to our future. This is a call for us all to rise and work together to rebuild our communities and create a better future for our nation and generations to come.

“The culture of entitlement needs to be discouraged. In the spirit of “Operation Sukuma Sakhe”, each one of us needs to stand up and do something for them, rather than wait for handouts from the Government. Organise yourselves into co-operatives. Increase levels of productivity and engender a work ethic geared towards enhancing efficient delivery of goods and services.”

1.3.9 National policy : 12 Outcomes

1.3.9.1 12 OUTCOMES OF GOVERNMENT - ROLE OF LOCAL GOVERNMENT

In January 2010, Cabinet adopted 12 outcomes within which to frame public-service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities. uPhongolo Municipality is attempting to comply with the 12 outcomes by taking them into consideration in the budget and IDP process.

Table 10: 12 Outcomes of Government - Role of Local Government

1. Improve the quality of basic education

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system	Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF Assess every child in grades 3, 6 and 9 every year Improve learning and teaching materials to be distributed to primary schools in 2014 Improve maths and science teaching	<ul style="list-style-type: none"> Facilitate the building of new schools by: <ul style="list-style-type: none"> Participating in needs assessments Identifying appropriate land Facilitating zoning and planning processes Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

2. Improve health and life expectancy

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
<p>1. Increase life expectancy to 58 for males and 60 for females</p> <p>2. Reduce maternal and child mortality rates to 30-40 per 1 000 births</p> <p>3. Combat HIV/Aids and TB</p> <p>4. Strengthen health services effectiveness</p>	<ul style="list-style-type: none"> • Revitalise primary health care • Increase early antenatal visits to 50% • Increase vaccine coverage • Improve hospital and clinic infrastructure • Accredite health facilities • Extend coverage of new child vaccines • Expand HIV prevention and treatment • Increase prevention of mother-to child transmission • School health promotion increase school visits by nurses from 5% to 20% • Enhance TB treatment 	<p>Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</p> <p>Continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</p>

3. All people in South Africa protected and feel safe

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
<p>1. Reduce overall level of crime</p> <p>2. An effective and integrated criminal justice system</p> <p>3. Improve perceptions of crime among the population</p> <p>4. Improve investor perceptions and trust</p> <p>5. Effective and integrated border management</p>	<ul style="list-style-type: none"> • Increase police personnel • Establish tactical response teams in provinces • Upgrade IT infrastructure in correctional facilities • ICT renewal in justice cluster • Occupation-specific dispensation for legal professionals • Deploy SANDF soldiers to 	<p>Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</p> <ul style="list-style-type: none"> • Direct the traffic control function towards policing high risk violations - rather than revenue collection - Improving

		collaboration with
6. Integrity of identity of citizens and residents secured 7. Cyber-crime combated	South Africa's borders	SAPS - Ensuring rapid response to reported crimes

Table 11. 4. Decent employment through inclusive economic growth

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and cooperatives 6. Implement expanded public works programme	<ul style="list-style-type: none"> Invest in industrial development zones Industrial sector strategies - automotive industry; clothing and textiles Youth employment incentive Develop training and systems to improve procurement Skills development and training Reserve accumulation Enterprise financing support New phase of public works programme 	<ul style="list-style-type: none"> Create an enabling environment for investment by streamlining planning application processes Ensure proper maintenance and rehabilitation of essential services infrastructure Ensure proper implementation of the EPWP at municipal level Design service delivery processes to be labour intensive Improve procurement systems to eliminate corruption and ensure value for money Utilise community structures to provide services

5. A skilled and capable workforce to support inclusive growth

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
<p>1. A credible skills planning institutional mechanism</p> <p>2. Increase access to intermediate and highlevel learning programmes</p> <p>3. Increase access to occupation specific programmes (especially artisan skills training)</p> <p>4. Research, development and innovation in human capital</p>	<ul style="list-style-type: none"> · Increase enrolment in FET colleges and training of lecturers · Invest in infrastructure and equipment in colleges and technical schools · Expand skills development learnerships funded through training authorities and National Skills Fund · Industry partnership projects for skills and technology development · National Research Foundation centres excellence, and bursaries and research funding · Science council applied research programmes 	<ul style="list-style-type: none"> · Develop and extend intern and work experience programmes in municipality · Link municipal procurement to skills development initiatives

6. An efficient, competitive and responsive economic infrastructure network

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
<p>1. Improve competition and regulation</p> <p>2. Reliable generation, distribution and transmission of energy</p> <p>3. Maintain and expand road and rail network, and efficiency,</p>	<ul style="list-style-type: none"> · An integrated energy plan and successful independent power producers · Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of 	<ul style="list-style-type: none"> · Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services · Ensure urban spatial plans provide for modes of public transport

capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure	motor coaches and trailers · Increase infrastructure funding for	· Maintain and expand water
and ensure water supply 5. Information and communication technology 6. Benchmarks for each sector	provinces for the maintenance of provincial roads · Complete Gauteng Freeway Improvement Programme · Complete De Hoop Dam and bulk distribution · Nandoni pipeline · Invest in broadband network infrastructure	purification works and waste water treatment works in line with growing demand · Prepare to receive the devolved public transport function · Improve maintenance of municipal road networks

7. Vibrant, equitable and sustainable rural communities and food security

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
<p>1. Sustainable agrarian reform and improved access to markets for small farmers</p> <p>2. Improve access to affordable and diverse food</p> <p>3. Improve rural services and access to information to support livelihoods</p> <p>4. Improve rural employment opportunities</p> <p>5. Enable institutional environment for sustainable and inclusive growth</p>	<ul style="list-style-type: none"> Settle 7 000 land restitution claims. Redistribute 283 592 ha of land by 2014 Support emerging farmers Soil conservation measures and sustainable land use management Nutrition education programmes Improve rural access to services by 2014 <ul style="list-style-type: none"> Water - 74% to 90% Sanitation - 45% to 65% 	<ul style="list-style-type: none"> Facilitate the development of local markets for agricultural produce Improve transport links with urban centres so as to ensure better economic integration Promote home production to enhance food security Ensure effective spending of grants for funding extension of access to basic services

8. Sustainable human settlements and improved quality of household life

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
<p>1. Accelerate housing delivery</p> <p>2. Accelerate housing delivery</p> <p>3. Improve property market</p> <p>4. More efficient land utilisation and release of state-owned land</p>	<ul style="list-style-type: none"> Increase housing units built from 220 000 to 600 000 a year Increase construction of social housing units to 80 000 a year Upgrade informal settlements: 400 000 units by 2014 Deliver 400 000 low-income houses on state-owned land 	<p>Prepare to be accredited for the housing function</p> <ul style="list-style-type: none"> Ensure that the Housing Plan are in line with national policy on integrated human settlements Participate in the identification of suitable land for social

	<ul style="list-style-type: none"> Improved urban access to basic services by 2014: <ul style="list-style-type: none"> Water - 92% to 100% Sanitation - 69% to 100% Refuse removal - 64% to 75% Electricity - 81% to 92% 	housing <ul style="list-style-type: none"> Ensure capital budgets are appropriately prioritised to maintain existing services and extend services
--	--	--

9. A response and, accountable, effective and efficient local government system

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
1. Differentiate approach to municipal financing, planning and support 2. Community work programme 3. Support for human settlements 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window	<ul style="list-style-type: none"> Municipal capacity-building grants: <ul style="list-style-type: none"> Systems improvement Financial management (target: 100% unqualified audits) Municipal infrastructure grant <ul style="list-style-type: none"> Electrification programme Public transport & systems grant Bulk infrastructure & water grants Neighbourhood development partnership grant <ul style="list-style-type: none"> Increase urban densities Informal settlements upgrades 	<ul style="list-style-type: none"> Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality Implement the community work programme Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption

10. Protection and enhancement of environmental assets and natural resources

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management	<ul style="list-style-type: none"> National water resource infrastructure programme <ul style="list-style-type: none"> reduce water losses from 30% to 15% by 2014 Expanded public works environmental programmes <ul style="list-style-type: none"> 100 wetlands rehabilitated a year 	<ul style="list-style-type: none"> Ensure effective maintenance and rehabilitation of infrastructure Run water and electricity saving awareness campaigns Ensure proper management of municipal commonage and urban open spaces
4. Protect biodiversity	<ul style="list-style-type: none"> Forestry management (reduce deforestation to <5% of woodlands) Biodiversity and conservation (increase land under conservation from 6% to 9%) 	<ul style="list-style-type: none"> Ensure development does not take place on wetlands or any other environmental sensitive areas.

11. A better South Africa, a better and safer Africa and world

Outputs	Key spending programmes (National)	Role of Local Government
1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners	International cooperation: proposed establishment of the South African Development Partnership Agency <ul style="list-style-type: none"> Defence: peace-support operations Participate in post-conflict reconstruction and development Border control: upgrade 	Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> Ensuring basic infrastructure is in place and properly maintained Creating an enabling environment for investment

	inland ports of entry · Trade and Investment South Africa: - Support for value-added exports - Foreign direct investment promotion	

12. A development-orientated public service and inclusive citizenship

Outputs	Key spending programmes (National)	Role of uPhongolo Municipality
1. Improve government performance 2. Government-wide performance monitoring and evaluation 3. Conduct comprehensive expenditure review 4. Information campaign on constitutional rights and responsibilities 5. Celebrate cultural diversity	· Performance monitoring and evaluation: - Oversight of delivery agreements · Statistics SA: Census 2011 - reduce undercount · Chapter 9 institutions and civil society: programme to promote constitutional rights · Arts & Culture: promote national symbols and heritage · Sport & Recreation: support mass participation and school sport programmes	· Continue to develop performance monitoring and management systems · Comply with legal financial reporting requirements · Review municipal expenditures to eliminate wastage · Ensure councils behave in ways to restore community trust in local government

1.4. Guiding Principles for Planning and Development

1.4.1 Status of Sector Plans and Policies

1.4.1.1 Municipal Policies

The Municipality has the following policies in place, which are being implemented:

1. Delegated Powers
2. HIV/Aids Policy
3. Council's Amenities and Facilities Policy
4. Cell Phone Policy
5. Transport, Subsistence and Travelling Policy
6. Housing Framework for the Municipality
7. Housing Policy for Officials
8. Overtime Policy
9. Appointment of Casual/Temporary Personnel Policy
10. Placement of Staff Policy
11. Remuneration and Promotion Policy
12. Cemetery and Pauper Burial Policy
13. Procurement Policy
14. Tariff Policy
15. Investment and Cash Management Policy
16. Debt Management Policy
17. Credit Control and Debt Collection Policy
18. Asset Management Policy
19. Indigent Relief Policy
20. It Policy
21. Supply Chain Management Policy
22. Subsistence Abuse Policy
23. Smoking Policy
24. Code of Conduct for Councilor and Municipal Staff

25. Ward Committee Policy
26. Internet and E-Mail Usage Policy
27. Procedures for Cashiers and Licensing Clerks
28. Public Participation Policy
29. Induction Policy
30. Employees Performance Appraisal Policy
31. Employment Equity Policy
32. Absenteeism Policy
33. Picketing Policy
34. Promotion and Transfers Policy
35. Safety Policy
36. Human Resource and Development Policy
37. Dress Code Policy
38. Mayoral Discretionary Fund Policy
39. Hr and Training Policy
40. Sexual Harassment Policy
41. Long Service Award Policy
42. Vehicle Subsidy Policy
43. Risk Management Policy
44. People Participation Policy
45. Land Disposal Policy Framework

These policies are revised as and when necessary, but at least every two years.

In addition, the Municipality annually prepares an Annual Report (as required by the MFMA).

1.4.2 Municipal Sector Plans

- Water Services Development Plan (Zululand District Municipality);
- HIV/AIDS Sector Plan (Zululand District Municipality);
- Transportation Plan (Zululand District Municipality);

- Disaster Management Plan;
- Housing Sector Plan;
- Electricity/Energy Sector Plan (Zululand District Municipality)
- Spatial Development Framework.
- Local Development Plan for Pongolapoort Dam Area

Table 12: Municipal Sector Plans

NO	SECTOR PLAN	STATUS	PRIORITY
1	Performance Management Plan	Completed	Possible review (alignment to IDP)
2	Housing Sector Plan	Completed	Funding from DoH
3	Land Use Management Plan	Partially complete	1 st priority (complete and implement)
4	HIV/AIDS Sector Plan	To be prepared	2 nd priority
5	LED Plan	Completed	In process of being implemented
6	Disaster Management Plan	To be reviewed	Funding to be sourced (DPLG/DLGTA)
7	Integrated Environmental Management Plan	To be reviewed	Funding to be sourced (DAEA/EKZN)
8	Solid Waste Master Plan	To be prepared	Funding to be sourced (DWAF)
9	Electricity Master Plan	To be prepared	Funding to be sourced (Eskom)
10	Backlog Study/ Comprehensive Infrastructure Master Plan	Completed	Funding sourced from DBSA with counter funding uPhongolo Municipality

2 REGIONAL CONTEXT

The uPhongolo Local Municipality is one of five local municipalities located within the area of the Zululand District Municipality. The municipality is governed by the Council consisting of 22 councillors and an Executive Committee. The administrative functions are performed by the Municipal Manager and a team of managers consisting of the Manager Corporate Services, Manager Financial Services, Manager Engineering Services, Manager Community Services and the Manager Protection Services.

The Municipality is located in KwaZulu-Natal in the northern area of Zululand District Municipality (DC26). The Municipality consists of 11 wards and it has a geographical area of 3239 km².

The uPhongolo Municipal area largely comprises of traditional areas with its tribal land patterns and high density rural settlements. Pongola-Ncotshane is the primary node of uPhongolo and accommodates the highest order nodal activities. It is formal and planned with an orderly growth pattern. Belgrade settlement (situated approximately 50km west from Pongola on the N2 to Piet Retief in Mpumalanga) and a node halfway between Pongola and Belgrade are the secondary nodes and provides a strategic service to a number of tribal areas which are located far from Pongola town. Magudu, Golela, the N2/P72 intersection

(Golela) and the N2/P522 (Jozini) intersection are special nodes identified for future development based on their unique position within the area. Pongola-Ncotshane, and Illovo Mill townships are high density built areas, which constituted the former TLC area. These areas are surrounded by sugar cane farms beyond which are high density traditional authority settlements with isolated pockets of game farms.

Low population density areas are found around the Pongola cane farms, the Biosphere and Pongolapoort Dam. The Ithala Game Reserve, Draaiom Trust Farm and Bivane Dam on the boundary of uPhongolo are also characterised by sparse and low densities. There are however pockets of privately owned land. The area is flanked by the Swaziland boundary at the Golela Border Post and is also flanked by Nongoma boundary along the Nkunzane River.

By far the largest proportions of services backlogs occur in the Tribal areas and the provision of these Services requires a substantial amount of funding. The area appears to have sufficient sources for the provision of water. The complicating factor is however the undulating topography that is characteristic of the entire municipal area. In some instances it therefore becomes difficult and expensive to provide these services. There are severe backlogs in the provision and availability of basic services in both urban and rural communities within uPhongolo. Rural communities are however affected the most.

The N2 national road corridor passes through the uPhongolo area as a national link between Gauteng and the Richards Bay Complex and on to Durban. It also connects with Swaziland just to the north of the uPhongolo Municipal area. This is the primary development corridor in uPhongolo. The secondary development corridor provides access from Pongola (P313) and Ncotshane to the outside area as well as connection between Pongola and Magudu (P52) and Magudu to Louwsburg (P46/51). Arterial roads through the area are in good condition. There are various district roads in the area together with smaller farm or agricultural roads. In practically all instances these roads are in a poor condition and in need of upgrading.

The economy of uPhongolo is largely based on agricultural activities. Construction work is periodic and based on large infrastructural projects being developed (e.g. the recent upgrade of the N2 and MIG projects). The local economy is further characterised by the absence of beneficiation strategies. Raw products are transported to other industrial centres for further processing and this result in the erosion of the job creation potential of the area.

The Public Sector remains the dominant provider of employment opportunities. This has a significant economic impact to the small number of employees in this sector. The informal sector is, however, expanding, primarily based on the taxi industry, informal financial services and taverns.

The uPhongolo Area features some important conservation areas or areas that will require careful management in the unfolding development pattern:

- Pongolapoort dam and nature reserve
- Bivane Dam
- Ithala Nature reserve
- The area surrounding Magudu and the Mkuze river
- The area between the R66 and the N2

The Municipality is in an excellent position to reap the benefits of a intensive tourism programme due to the natural beauty of the area, the existing tourism related development and the potential for future tourism related development. The proposed extension of Ithala Nature Reserve and the upgrading and development of facilities at the Pongola Poort Nature Reserve have the potential to greatly enhance the tourism sector in the Municipality with the concomitant effect of changing the area to a destination rather than thoroughfare to other destinations.

2.1 Administrative Entities

The administrative and service centre of the uPhongolo Municipality is Pongola/Ncotshane, where the seat of the municipality is established and a number of government departments have established offices. It is also a service centre for its agricultural hinterland. Pongola town attract the most of the economic activity in the Municipality.

Golela functions as a border post between South Africa and Swaziland and is in the process of being extended with a residential component of ±700 sites by the National Government.

Magut is a small centre providing limited administrative functions to the surrounding community.

Belgrade has been identified as a secondary development node in the municipality's SDF and whereas future development planning has been done for the towns of Pongola and Ncotshane very limited planning for the future development and formalization of Belgrade has been done. In order to guide the future development of Belgrade it is necessary to compile a Development Framework Plan for the settlement.

The settlement of Belgrade is situated close to the N2, which has been identified as a Primary Development Corridor and thus the future planning for the development of the settlement is of the utmost importance.

2.2 Land Use

In broad terms the existing land use of the municipality can be categorised as follows:

- **Urban Development**, consisting largely of Pongola / Ncotshane and Belgrade, located in close proximity of the N2 and in flat topographic conditions, the towns have been previously identified as primary and secondary nodes and have growth potential, some densification also has taken place in parts of the traditional settlement areas in the vicinity of the N2.
- **Rural Development**, covering much of the traditional settlement areas in traditional dispersed manner, some densification in the vicinity of the N2, as indicated development guidance is essential to encourage more structured growth taking into account both prevailing traditions, infrastructure improvement, sustainability, economic development and the preservation of the natural environment.
- **Agriculture**, largely located in flat topographic conditions in river valleys, in particular east of Pongola, much of activities consist of commercial sugar cane and vegetable farming. A level of subsistence farming forms an integral part of the traditional settlement areas.
- **Tourism and Nature Reserves**, one of the main economic activities in the municipality extending over much of the municipality. There exist a series of additional opportunities, such development must however be based on an appropriate protection, management and utilisation of the substantial natural resources of the municipality and an appropriate co-ordination of the tourism / recreation activities.

3 DEMOGRAPHIC CHARACTERISTICS

The Zululand District Municipality together with its Local Municipalities agreed that the 2001 Census information is not sufficient for planning purposes. ZDM therefore conducted a household count in 2007 based on aerial photographs that provides a reliable household count. The interpretation of this data provides the following: A rural household count of 18 165 and urban household count of 3 947 and thus a total of 22 112 households for uPhongolo. Compared to the 2001 statistical household count an increase of 5 823 households (22%) is noted (ZDM IDP 2008/09). Low levels of urbanization is evident in Zululand District with approximately 75% of the population residing in the rural area. A household comprises of 6.763 people.

In instances where no more recent information was available the 2001 Census data were used to indicate trends.

TABLE 13: Key Demographic Statistics

Indicator	uPhongolo Municipality
Area	3 239 km ²
Population	149 543*
Households	22 112*
Number of settlements	104
Urban areas	1 town and 4 small urban settlements
% rural population	82% (18 165 households)
% urban population	18% (3 947 households)
Gender breakdown	Males 46,9 %
	Females 53,1 %
Age breakdown	0 - 14 40.06%
	15 - 64 56.40%
	65 + 3.54%
Life expectancy	1998 65 years
	2010 48 years

*ZDM STATISTICS

3.1 Population size

According to the national census in 2001 the uPhongolo Municipality had a population of 119 766 persons. The percentages of residents per ward vary from 2% in Ward 9 to 18% in Ward 8. The current population numbers per ward should guide the allocation of resources by the Municipality. It must be noted that according to the ZDM's Household analysis the Municipality has a population of 149 543 persons, a discrepancy of ±30 000 people.

3.2 Average Household Size

In terms of the Community Survey 2007 undertaken by Statistics SA in general the average household size decreased from 4,6 in 1996, to 3,9 in 2001 and has remained constant at 3,9 in 2007. The figures exclude data collected from collective living quarters. According to the ZDM's Household analysis the Municipality has an average household size of 6.76. This figure indicates the actual situation in the municipal area and is much more correct than the STATSSA figures. This has also a huge influence on service delivery due to the impact on infrastructure services design parameters and actual provision.

TABLE 14: Household Distribution

	Census 2001	ZDM 2007
Category	Households	Households
Rural	13359	18165
Urban	2930	3947
Total	16289	22112

3.3 Gender Distribution

Table 2 below reflects that 53.1% of the total population is female. This trend is reflected in most of the wards, with the percentage of females in Ward 3 being as high as 56.6%

TABLE 15: Gender Distribution in the Wards of uPhongolo: Cencus 2001

WARD	MALE	FEMALE	NO OF PEOPLE
Ward 1	51.4%	48.6%	14 577
Ward 2	46.0%	54.0%	9 097
Ward 3	43.4%	56.6%	8 346
Ward 4	45.5%	54.5%	10 623
Ward 5	45.5%	54.5%	3 949
Ward 6	44.4%	55.6%	18 776
Ward 7	45.3%	54.7%	9 498
Ward 8	44.7%	55.3%	21 321
Ward 9	44.2%	55.8%	2 783
Ward 10	52.6%	47.4%	12 333
Ward 11	51.3%	48.7%	8 463
uPhongolo Municipality	46.9%	53.1%	119 766

The male-female distribution of the population has a number of implications for planning. Some of the more general aspects to be considered include:

- the specific health and welfare needs of women;
- the needs of women in planning for economic development and job creation;
- Sport and cultural activities specifically relevant to this group; etc.

The composition of the population changes as a result of changes in fertility, mortality or migration. If migration is selective at certain age-groups, the sex ratios in those age-groups are likely to be affected. The sex ratios are also affected if there are distortions in the age profile of the population such as age misstatements or undercount of males or females.

3.4 Age Distribution

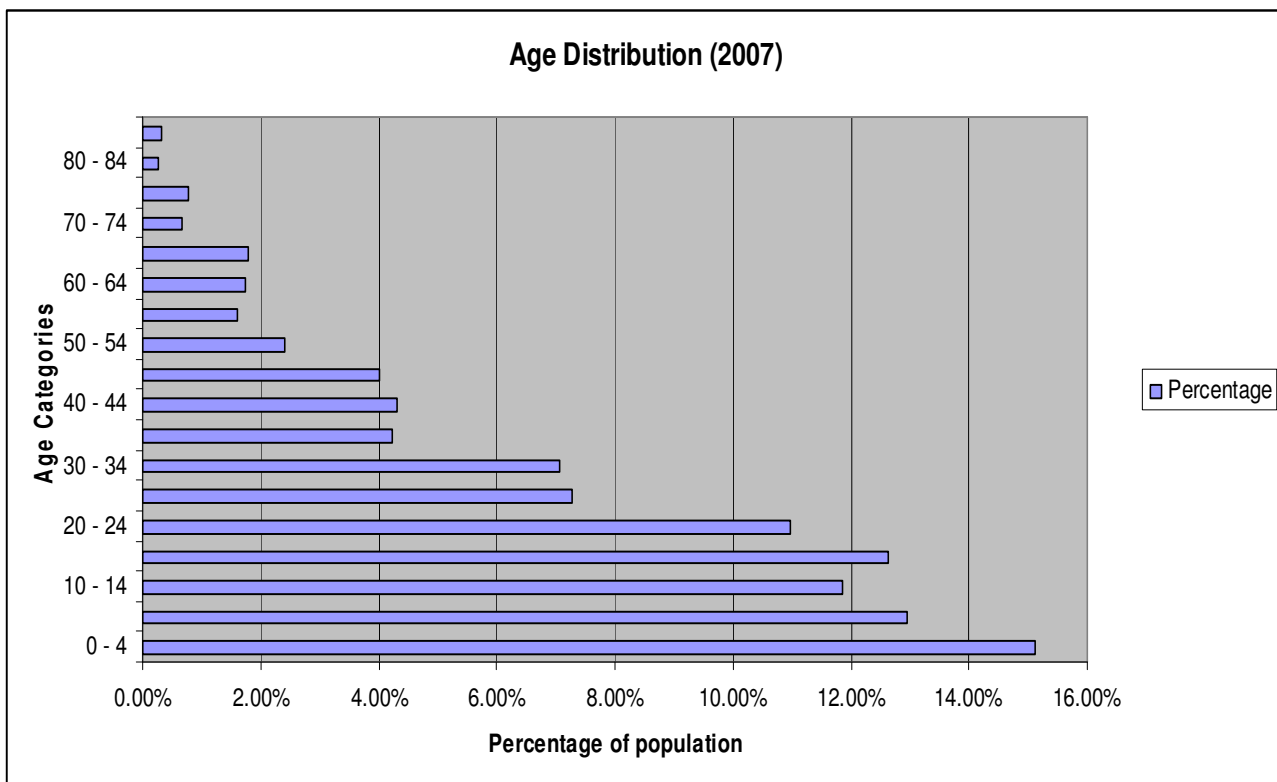
The current age distribution for the municipal according to the 2007 Community Survey is indicated in the table below. It is noteworthy to observe that 63.53% of the population are of an age of 24 years and younger. This has a implication in terms of types of services that might be needed to cater for this age group which impacts on the Municipal budgeting thereof.

TABLE 16: Age Distribution

Age Group	Population	Percentage
0 - 4	20841	15.13%

5 - 9	17852	12.96%
10 - 14	16330	11.85%
15 - 19	17383	12.62%
20 - 24	15116	10.97%
25 - 29	10009	7.27%
30 - 34	9718	7.05%
35 - 39	5833	4.23%
40 - 44	5942	4.31%
45 - 49	5529	4.01%
50 - 54	3308	2.40%
55 - 59	2219	1.61%
60 - 64	2401	1.74%
65 - 69	2469	1.79%
70 - 74	914	0.66%
75 - 79	1060	0.77%
80 - 84	384	0.28%
85 +	449	0.33%
	137757	100.00%

Graph 1: Age Distribution (2007)



3.5 Settlement Distribution

The uPhongolo Municipality is seen by many stakeholders in development as consisting of primarily Pongola Town, Ncotshane, Belgrade, Magudu, Golela and a number of other nodes. However, it is important to note that only a small portion of the population of the Municipality resides in these nodes. In order for the municipality to effectively address the needs of the majority of the residents of the municipality a thorough understanding of settlement characteristics in the uPhongolo Municipality must be developed. For this purpose the Municipality has initiated the development and ongoing maintenance of a settlement database linked to the Geographic Information System (GIS) of the municipality. It should be noted that the ZDM is currently updating homestead counts, population figures and levels of services in these settlements. In order for the settlement database to be used effectively as a planning tool, an approach to maintaining/updating the database will have to be developed.

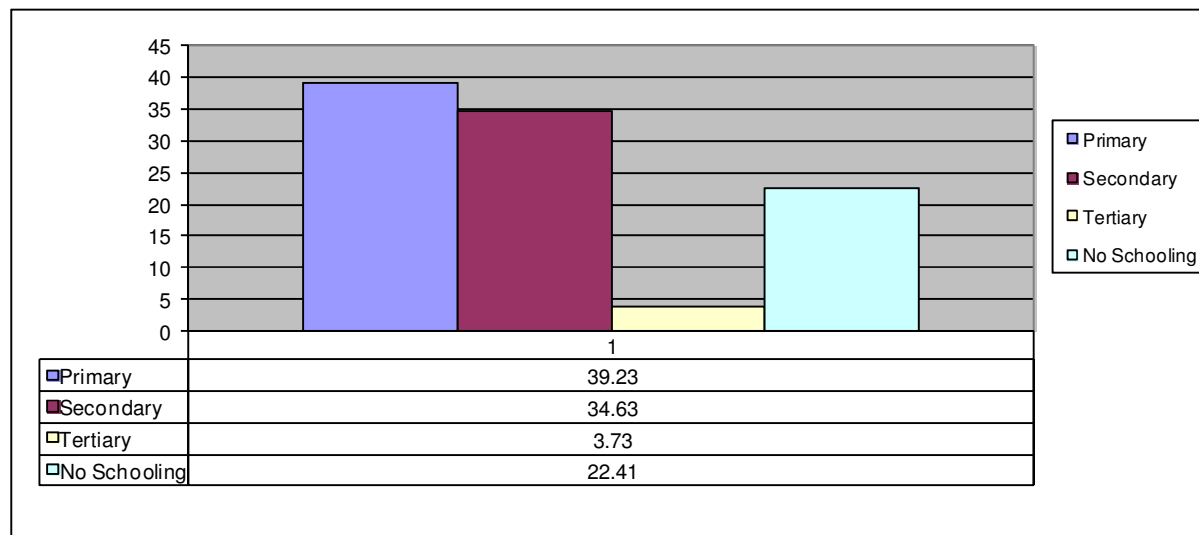
3.6 Education Levels

Comparisons between Censuses 1996 and 2001 as well as Community Survey 2007 reveals that up to age 12 years there was an increase between 1996 and 2001 in the percentage attending an educational institution, but from age 13 years and older the proportion decreased. On the other hand, CS 2007 shows an increase up to age 17 with steep increase between the ages 5 and 6. However the percentage for those 18 years and older the proportion decreased. Overall high attendance rates for persons 16 years and younger is evident.

TABLE 17: Total Education Levels (2007)

Education Level	Number	Percentage
Out of scope	17,810	13
Primary	52,648	38
Secondary	47,043	34
Tertiary	1,508	1
Degree	1,082	1
No Schooling	16,184	12
Unspecified	1,482	1
Total	137,757	100

Graph 2: Adult Education Levels (2007)



In 2007, 22.41% of the total adult population in the Municipality had no formal education, whilst a further 39.23% only had some primary education. Only 3.73% of the adult population had higher education.

3.7 HIV/Aids Scenarios

HIV/AIDS poses an enormous developmental challenge for KwaZulu Natal. KwaZulu Natal has both the largest number of people living with HIV/AIDS of the nine provinces and the highest HIV/AIDS prevalence rate. There is a striking difference between HIV prevalence in the total population and amongst antenatal clinic attendees. The prevalence amongst antenatal clinic attendees stood at 40.7% in 2004 while the estimated population prevalence was at 15.4% stood at less than half that figure.

4 INSTITUTIONAL & GOVERNANCE ANALYSIS

4.1 INSTITUTIONAL

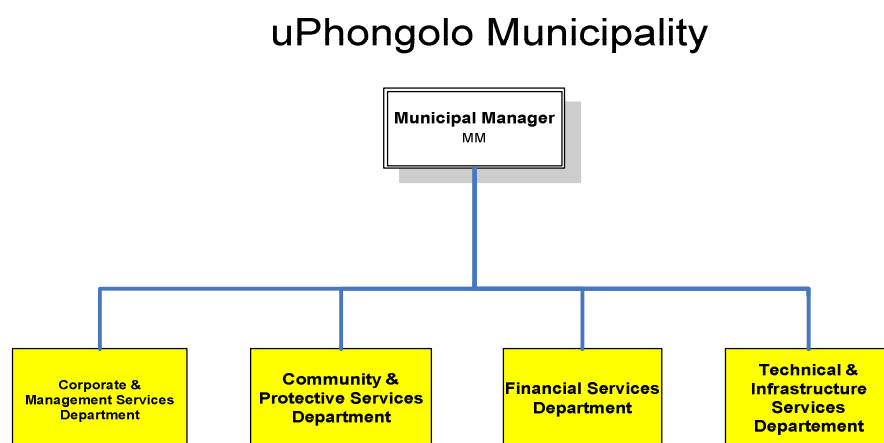
4.1.1 ORGANISATIONAL STRUCTURE

The municipality consists of five (5) departments namely:

- Municipal Manager's office
- Finance Department
- Technical Services Department
- Corporate Services Department
- Community Development Department

These departments are headed by Officials appointed in terms of Section 57. The responsibilities and functions of each of these departments are explained in further in this report.

Figure 4: uPhongolo High-level Organogram



The most recent published information (as contained in the current Annual Report) provides the following details on occupational levels:

Table 18: uPhongolo Occupational Levels

EMPLOYMENT PROFILE											
1.1 Please report the total number of employees (including employees with disabilities) in each of the following occupational categories : Note: A=Africans, C=Coloureds, I=Indians and W=Whites											
Occupational Categories	Designated								Foreign Nationals		TOTAL
	Male				Female						
	A	C	I	W	A	C	I	W	Male	Female	
Mayor	1										1
Councillors	20			1	5						26
Top Management	2							2			4
Senior Management	3			2							5
Professionally qualified and experienced specialists and mid-management	9			1	4	1		8			23
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	8				18						26
semi-skilled and discretionary decision making	16				5						21
unskilled and defined decision making	69				31						100
TOTAL PERMANENT	107	0	0	3	58	1	0	10	0	0	179
Temporary Employees	32				18						50
GRAND TOTAL	139	0	0	3	76	1	0	10	0	0	229

4.1.2 DECISION-MAKING PROCESSES

- The Council of uPhongolo Local Municipality consists of 27 Councillors. The Council is chaired by the Speaker, The Honourable CLL H V NCAMPALALA
- The Executive Committee is chaired by His Worship the Mayor Cllr MMHadebe.
- In order to ensure that there is synergy, and adequate monitoring and control in the performance of the municipality towards achieving the strategic goals that Council set itself; the Council established Portfolio Committees, with each one chaired by an EXCO Member. These Committees meet regularly to track the progress made from time to time in the implementation of the Integrated Development Plan (IDP) of the Municipality.
- The following portfolio committees are operational in the Municipality:
 - Finance and Budgeting Committee
 - Technical Infrastructure and Planning Committee
 - Social Development and LED Committee
 - Labour forum Committee
 - Human Resource Committee
 - Skills Development Committee
 - Selection Committee
 - Tourism Committee

- The financial year 2009/2010 was the year in which the Municipality established its Oversight Committee and started to carry out its founding mandate.

4.1.3 COMMUNICATION (INTERNAL/EXTERNAL)

The Communication Plan of uPhongolo Local Municipality is reviewed on an annual basis. The Council has created a post for a Help Desk Clerk and is committed to create a people centered customer care desk that is efficient, effective and truly accessible to all communities serviced by the municipality. To Municipality will conduct a comprehensive customer survey in the 2012/2013 financial year.

4.1.4 DEPARTMENTAL OVERVIEW (STRUCTURE, FUNCTIONS, ACHIEVEMENTS AND CHALLENGES)

As already noted, the municipality consists of the following five (5) departments:

- Municipal Manager's office
- Finance Department
- Technical Services Department
- Corporate Services Department
- Community Development Department

A more in-depth overview of the respective departments will be provided in this section.

4.1.4.1 CORPORATE SERVICES

The Community Services Department comprises the following sections:

- Council Support
- IT Services
- Administration Services
- Communications Services
- Human Resource Services
- Library Services
- Archive Services
- Tourism.

The Corporate Services department is the organizational Supplement Nerve Centre of the Municipality, which is people centric, strategy focused and result driven department. In order to ensure that the department is enabled to efficiently and effectively provide the necessary support to its client departments and other internal customers within the municipality; the department is structured into five broad thrusts, namely: Council Support, IT Services, Administration Services, Communications Services, Human Resource Services, Library Services, Archive Services, and Tourism a brief description of these sections/thrusts is provided herewith:

Council Support

The responsibility of the Council Support Division is to ensure provision of the necessary support to the office of the Mayor, Speaker, Deputy Mayor and all Councillors. Planning of Function, etc. for the Council as and when needed. Efficient Secretariat Support to the Municipal Council and its committees, ensuring a people centric Customer Care that is efficient, effective and accessible to the community.

IT Services

The maintenance and management of all IT Services within the Municipality. Ensuring that all staff has the best ad functional Computers and equipment to do their day to day tasks. Seeing that all Servers and Programmes of the Municipality is functioning as well as Internet and daily off-site backups of all administration.

During 2010/2011 the IT Manager and the Manager Corporate Services drafted and implemented an IT Security Policy along with a 3 year Strategic Plan. The Internal Auditors conducted an IT Audit and various aspects of risks have been identified to be addressed and Disaster Recovery Plan was finalized.

uPhongolo Local Municipality has a fully functional IT Network. Each office is linked to the network. The use of information technology helps Council to provide better service delivery to its customers. The Section information Technology provides a supporting role to various departments as an enabler of information technology.

The IT Section operates in conjunction with the Manager Corporate Services, the Service Provider and MANCO. The main role is to co-ordinate Council's IT Strategy by developing and adopting IT resolutions and to ensure that it is implemented. The IT Hardware has been kept in a good working condition throughout the Municipality during 2010/2011 and all new staff appointed in newly identified positions was provided with the relevant hardware and software. The Municipality bought various new hardware i.e. printers and Notebooks.

Finance and Technical Department have been linked to the Copiers in the Department to lower the costs of buying ink for the printers.

During 2010/2011 the IT Systems were maintained and according to the 3 Year IT Strategic Plan the software will have to be updated in the next financial year.

Administration Services

The Administration Services Section ensures that all Agendas and documentation is finalized timeously. Committees

The section is responsible for the following functions:

- All secretarial functions pertaining to all council Meetings and Workshops held with Councillors.
- The safekeeping of all minutes and agendas of Council in the registry.
- Placing of all adverts for tenders, quotations and vacancies in the different media.
- Offer support in the Administrative functions in the institution.
- The Senior Administrative Officer and Junior Committee Clerk will also be supporting Ward Committees with Minute taking.

Council has 12 Committees administered and managed by the Senior Administrative Officer and the Junior Committee Clerk apart from the 14 Ward Committees. The administrative officials are further assisted by the secretaries of the various HOD's and a Typist Clerk in the Technical Department, who ensures that the layout and grammatical proofreading/Translations of items are done accurately.

Certain committees meet on a monthly basis except for the Community Services Committee Meeting, Tourism Committee, skills development/Labour forum Committee Meeting which takes place every two months and Council Meetings take place once every quarter. Management Committee Meetings are held every two weeks.

Minutes

Minutes are properly documented and archived on a daily basis to avoid any legal and financial implication for council. Regular backups of minutes are done on a daily basis to ensure that information is stored. A copy of the Minutes is filed in a Minutes File and copies of the Executive and Council Minutes are forwarded to the Department of Local government once it is signed and approved by the Executive Committee and Council.

Switchboard and reception

The switchboard under the management of the Senior Administrative Officer is fully functional and the software was upgraded during 2008 to accommodate the expansion of the Municipal Office Building. Premicell lines are fully functional and the telephone system is managed with the MAN 3000 software programme which enables Council to control and manage all telephone calls on a daily basis. Accounts are balanced and personal calls made by the staff are paid for via salary deductions.

Communications Services

It is very important that a communication approach is developed to strengthen and intensify communication and marketing of the uPhongolo Municipality. Positive image is being promoted through the implementation of the Communication strategies. Matters with regard to the community's participation are being encouraged and rights of the members of the local communities are being exercised.

Advertising can be effective when correctly located relative to the target audience. Advertising in the newsletter of a particular interest community can be highly effective if that is the target audience.

Transformation of the Public Service Delivery, notice 1459 of 1997, provides that citizens should be given full information about the public services they are entitled to receive. The Communications Officer along with the Mayor has organized a Campaign where the community of uPhongolo was visited. During this campaign different views of the community and projects were identified.

The Communications Officer compiles and distributes 5 000 copies of the External Newsletter (uPhongolo News) to the community every 3 months, and he also compiles an Internal Newsletter "Isibuko Sethu" for the Municipal Employees of which 250 copies are produced on a monthly basis. At present communication with the public has been improved by the publication of the external newsletter, while the internal newsletter is used to communicate Council resolutions and general information related to staff.

The mayoral talk/ media relations:

The Community Radio is conceived as a relevant source for the Council's positive change. Talk shows to uKhozi FM and Maputaland Community Radio are organized for community interactions. Radio Talk shows were held during 2011 on the following dates:

27 January 2011

24 February 2011

24 March 2011

The Scripts and dates of Slots are being prepared by the Communications Office with the SABC Ukhozi FM- The number one in South Africa with listeners.

Media relations:

The journalists and Reporters in the mentioned events and functions are invited and transported to cover the events and report back to their respective industries. This is also a good way of creating a good relationship with the media. Articles are being compiled and submitted to Local and Provincial Newspapers for publication.

Journalists who covered events were from:

- Ukhozi SABC
- ISOLEZWE
- Ilanga Newspaper
- Maputaland Community Radio
- Sowetan
- UMAFRIKA
- Daily News
- Daily Sun etc.

Events and promotions:

uPhongolo Municipality has been involved in the organisation of the following events and functions from July 2010 to June 2011, namely:

- Umbelewethu Festival at Belgrade- 05th of July 2010
- Umbele Wethu District Festival Finals at uLundi- 14 July 2010
- Reed Dance (uMkhosiwoMhlanga) at Nyokeni- 12 September 2010
- Mayoral Cup (Local) at Pongola Akademie- 22 August 2010
- Mayoral Cup District Finals at Abaqulusi- 08 October 2010
- Zululand District Municipality IDP and Budget Roadshow at Belgrade 10 September 2010
- ZDM Disaster Campaign at Ntuthuko- 17 November 2010
- Introduction of Electrification Contractors at Altona, Rosendaal, Sibiyangenkomo and eManyandeni- 18 and 19 November 2010
- Breakfast Business Meeting at Country Lodge 07 October 2010
- Food Security Programme at Country Lodge 24 November 2010
- HIV/AIDS DAY 2011- at Ncotshane - 01 December 2010
- Disability Parliament- at Ncotshane - 02 December 2010
- International Day of Disabled Persons- 03 December 2010

16 Days of Activism at Ncotshane - 08 December 2010

Kwanaloga Games- on the 10th - 13th December 2010

Photographs of the Events are displayed in the main entrance on exhibition boards. The information of these events is also being considered and updated for the Municipal Website on a regular basis.

Articles in some of the above-mentioned events were forwarded to Local and Provincial Newspapers, and Journalists from numerous media industries were invited.

Communications challenges

With any written communication it is important to remember that information needs to be presented clearly and concisely.

A 4 x 4 is needed from time to time to reach disaster areas. Communication Tools are inadequate and the limited Budget for the Communications Strategy Plan makes it difficult to execute the Communications Strategy Plan within the financial year. The Communications Officer needs to put up banners prior to events starting, to promote the municipality but it is very difficult due to unavailability of transport.

The Communications Officer needs to have a laptop so that during the events reports can be submitted to the media so as to meet the deadline. Storage space for the promotional material is also a problem.

Human Resource services

The responsibility of the Human Resource Division is to ensure provision of the necessary Human Capital, ensuring professional Labour Relations;; the development of Municipality's Human Capital through relevant Training and Development Strategies, which captures critical training interventions. In addition, to ensure that Council policies are observed including the standing rules of order, and that if there are amendments to the policies they are put through the correct policy processes of the Council.

Library Services

uPhongolo municipality manages two libraries, which is Ncotshane library which is located in Ncotshane the other one is Pongola library which is located in town. Material that is utilized by the libraries is supplied by the Provincial library services in Pietermaritzburg. The provincial library provides and prepares events and projects that are going to take place from the beginning of the year it even arranges interest group meetings for all the librarians in a province. It arranges and plans stock exchanges which take place four times a year namely February, May, August and the last one is in October late or early November.

Pongola library has many members because it is more of a reading library than a studying library and it is at reach to many people including visitors.

Adult members	:	6100
Juveniles and children	:	1366

Ncotshane library is a studying library than a reading library its membership is very high because the project that is being run by the library attracts more members to join the library including the tertiary stock.

Adult members	:	6891
Juveniles and children	:	2444

Material circulation differs from library to library. A reading library like Pongola circulates more and Ncotshane circulates less because it is a studying library. The library material has two major categories which is print and non-print material. The print material includes books, magazines, journals and newspapers. The non-print material includes the audio-visual materials which are CD's, DVD's and talking books.

Events

The provincial library allocates promotional programmes and events that must take place to libraries with different themes throughout the year.

Library week

Every year all libraries have the library week it was celebrated from the 19th of March till the 26th of March. The theme for the library week 2011 was "READING IN YOUR OWN LANGUAGE AT YOUR OWN LIBRARY". The library week takes place once a year in one month in public libraries throughout South Africa to promote the material and services that libraries provide. Our two libraries celebrate this event jointly. On this day we invited all the library users and non-users surrounding schools and members of the community to promote and market our library and to instill the reading culture as well. The schools that were invited were Sebenzakanzima High school, uPhongolo High School, Dwaleni High School, Ncotshane Primary and Snotshando Primary School. The schools supported the function and it was a success we had few schools due to the limited budget we were working with. On this day we even had our CYBER CAFÉ handing over certificates to trainees who completed their computer training.

Projects

Internet @ your library program:

This is the project which has been there for few years but it has shown success. This project is made available to people of all ages regardless of their educational levels. The project addresses all technological needs of the community. The library registers 20 trainees per month and they are offered training and competent trainees receive certificates of attendance after completing the practical and theoretical test. This project is fully funded by the Province and it operates with six computers.

From January to June 96 trainees completed the course and we let the Departmental head sign the certificates before they were handed over to trainees.

Archiving Services: Records

The Municipality is in the process of investigating the option of off-site storage of documents due to a shortage of space. It will give council electronic access to information, accessing important documents such as tenders as well as the benefit of having fast workflow distribution to all relevant departments, sharing and searching for information and finally providing feedback rapidly and effectively. The main benefit of this system is the minimization of paper copies and the provision of an audit trail on all documents and correspondence.

Tourism

On the 01st of May 2010 to the 31st of July 2010, we had boat trips on the PongolaPoortdam. Different schools have participated and all trips were successful although schools had longer winter holidays. The following schools participated in the boat trips:

- 1.** Pongola Intermediate
- 2.** Dingukwazi High School
- 3.** Siggamise High School
- 4.** Bambanani High School
- 5.** Mbhekwa High School
- 6.** Mpindiso High School
- 7.** Phondwane Primary School
- 8.** SebenzaKanzima High School

MrKarelLandmanof Pongola Game Reserve donated 8 Boattrips to the schools within the uPhongolo Municipal area. The schools and Municipality are thankful for the donation of these trips which has helped the Schools to make tourism a subject in 12 of the local schools. The Tourism Office would like to extend words of gratitude to the Management of Pongola Game Reserve and Management of the Municipality for their support and to all schools that have participated in these excursions.

Umbele Wethu Cultural Festival

On the 31st of July 2010, the Tourism office attended the uMbele Wethu Cultural Festival at uLundi (Maqhingendoda High School). The Tourism Office delighted to report that the uMbele Wethu Groups from uPhongolo Municipality have done us proud by producing high quality stage performances and magnificent results. The overall performance by uPhongolo Municipality was that it obtained first position.

Reed dance ceremony

The Reed Dance Festival is an annual event that takes place at eNyokeni Royal Residence in Nongoma. uPhongolo Municipality through the Tourism Office participated in this event every year. on the 10th-12th of September 2010, uPhongolo Municipality participated in the event by transporting Maidens to the Reed Dance Festival. uPhongolo Municipality donated three buses to transport Maidens to the Reed Dance Festival.

During this event Maidens showcase their pride by taking the Reed to His Majesty the King. On Sunday Maidens from different district municipalities danced a variety of Zulu dances for His Majesty the King. The Reed Dance plays a vital role in moral regeneration of Maidens. Maidens` Matrons in Pongola area have done us proud by reviving this culture.

King Shaka's day celebration

On the 26th of September 2010, uPhongolo Municipality through the Honourable Mayor's Office and Tourism Office joined hands with the King Shaka Steering Committee in organizing a prosperous King Shaka's Day Celebration. uPhongolo Municipality went an extra mile in rendering all the tasks that were requested by the King Shaka Steering Committee.

The chief objective of the King Shaka's Day Celebration is to honour and commemorate the greatest King of the Zulu clan, his Majesty, King Shaka Zulu. It was a mega event that attracted many people and took place at Ncotshane Stadium. Tourism Section would like to pass words of appreciation to the Management, Internal Organizing Committee, and our community and to all staff that have worked so hard during the day of the event.

Tour guides training:

uPhongolo area is well known for its potential to attract tourists into this region. Tourism in this area is characterized by eco tourism attractions such as Ithala Game Reserve, Pongola Game Reserve, Pongola Nature Reserve and Amakhosi Lodge to mention a few. One of the difficulties that we were experiencing is the shortage of professional Tour Guides. Having seen the gap that exists in the

uPhongolo area for Tour Guides, the Tourism Officer has identified the need of training people from our communities as professional Tour Guides and eleven people were trained during 2010/2011.

Challenges facing tourism

Local Economic Development and Tourism are the core functions of each and every municipality. The key challenge is to ensure that tourism makes a significant contribution to economic development within the uPhongolo area. According to The Tourism White Paper of 1996, it clearly states that Council needs to use tourism to aid the development of rural communities. Tourism is very important and perceptions about tourism need to change.

The key challenge in tourism is transport, without having proper tourism transport to execute tourism functions; it is very difficult to operate. Council needs to create an enabling environment for delivery of tourism functions.

The usage of the foyer as Tourism Office is not serving any purpose, the office must be accessible to the Tourist. Council needs to build a proper Tourism Office to ensure optimal execution of tourism functions to create an enabled environment for tourism to flourish.

4.1.4.2 COMMUNITY SERVICES

The Community Services Department comprises the following sections:

- Youth, Sport and Recreation
- Gender and Disability
- Disaster Management
- Traffic, Law enforcement and Licensing Section
- Sports and Youth Development
- Waste Management
- Community Liaison Section and CDW's
- Thusong Centre and HIV/AIDS

Youth, Sport and Recreation

Sports Development is one of the community's activities that cut across racial, gender and culture. It promotes development, personal discipline, leadership, team work skills and entertainment through sporting activities. It also contributes to the development and empowerment of local communities and

encourages interest of learning and gaining more skills. Zululand District Municipality held a very successful and developmental Mayoral Cup Games.

The Zululand District Municipality 56 km Marathon competition races from Nongoma (KwaGqikazi) to Ulundi (Ulundi Regional Stadium). Hundreds of runners from all over the country of South Africa as well as other African Countries took part in this event.

From 2008 Zululand District Municipality has managed to create good relationship with KZN based PSL team (Amazulu). As a result some of Amazulu home games are played in Ulundi Regional stadium, and some of the PSL competitions are played in Ulundi.

Gender and Disability

Zululand district municipality has gone extra mile to ensure that widows, orphans and people living with disabilities are in the map and are fully recognized and involved in all social and economic development programmes by providing them with a platform and a budget to cater for their projects and moreover, have their special celebration day known as widows, orphans and disability day. Typical activities include:

- Women's Summit and Women's Day
- Youth Summit
- Quality of Life Forum

Disaster Management

The core function of Disaster Management Division is to address the following issues, namely:

- Conducting Disaster Awareness throughout the district
- Attending to all disaster incidents in the district

Among the types of disasters, common disasters that normally hit the people in the district are the natural disasters such as the storm and strong winds.

Traffic, Law enforcement and Licensing

Sports and Youth Development

Waste Management

Community Liaison Section and CDW's

Thusong Centre and HIV/AIDS

4.1.4.3 TECHNICAL DEPARTMENT

The Technical Services Department is committed to ensure Service Delivery of a high quality within the available budget.

The key functions are:

INFRASTRUCTURE PLANNING AND DEVELOPMENT:

- Town Planning and Development
- Building activities and management
- Geographical Information Systems
- Belgrade Community Management and Service Delivery
- Caravan Park
- Cemetery Management
- Municipal Offices
- Parks and Gardens
- Toads and Stormwater
- Technical Department Administrative Functions
- Workshop and Fleet Management
- Airfields
- Electrical Network and Management

Planning and Community Development Department

This department is successful and consists of the following:

- Town Planner and IDP Manager
- Assistant to Town Planner
- GIS Officer
- Administrative Secretary

The function includes inter-alia the following:

IDP (Integrated Development Plan)

GIS (Geographical Information Systems)

Land reform

Sector Planning

Business Planning

PROJECT MANAGEMENT UNIT

The Project Management Unit is basically responsible for the implementation of all the capital projects within the Municipal Area. The unit has a total of 2 staff members which is the PMU Manager and PMU Secretary.

This report is a guideline to the outlook from uPhongolo Local Municipality, with reference to Infrastructure. Poverty eradication is still one of the biggest challenges facing our country. Within this context our Municipality committed itself to summit on Sustainable Development, Millennium Targets to eradicate poverty as well as accelerating service delivery. The most important step we have taken towards addressing these targets within the uPhongolo Local Municipality is by means of the Municipal Infrastructure Grant (MIG) Programme.

The Strategic programme for MIG over the next five (5) years, of uPhongolo Local Municipality was implemented in 2007/08 and is aimed at providing the community within Pongola and surroundings areas with at least a basic level of service by the year 2012 through the provision of grant finance to cover the capital cost of basic infrastructure for the poor. It is part of uPhongolo Local Municipality in line with government's overall strategy to eradicate poverty and to create conditions for local economic development. The strategic program will therefore maximize opportunities to create employment and develop enterprises. The MIG programme fits within the overall development framework of uPhongolo Local Municipality, which is built on three cornerstones: basic services, food security and HIV/AIDS. Whilst the MIG programme directly addresses basic services, it also contributes to the other elements since access to basic services improves opportunities for communities to live healthier lives and to be more productive.

Being one of the biggest capital grants, the MIG is guided by clear policy principles, objectives and conditions for use. It has a clear framework, which outlines roles and responsibilities, cross-sector linkages, programme management, and mechanisms toward ensuring transparency, accountability and sustainable. The Strategic plan had been developed to communicate information about the MIG programme in a user-friendly way. It also aimed to encourage the Municipality, other departments and key stakeholders to utilize the programme to pro-actively address the basic service and other development needs of our communities.

The MIG programme provides the framework, the resources and the means to realize one of our most pressing goals - the eradication of poverty. However, the successful implementation of the programme required people, skills, partnership, co-operative relationships and real commitment from all stakeholders.

Overall Description of the Programme:

A.1 Programme History

Programme history for the total allocations and commitments for the 2010/11 financial MIG year is as follows:

Table 19: Financial MIG Year

MIG Financial year	Allocation	Commitment	Over/Under-commitment
2010/2011	13,962,857.99	R79,014,451.31	R65,051,593.32

The cash flows of the different projects were spread over the period of three financial years namely, 2010/11, 2011/12 and 2012/13 in order not to spend more or less than the allocated amount for the financial year.

A.2 Project/programme concept, design and plan (What is MIG? Province will cover some of this, but add your own perspective on how the municipality sees it - it is welcome)

The Municipal Infrastructure Grant (MIG) is running for its fifth year in uPhongolo Local Municipality. It combines all existing capital grants for municipal infrastructure into a single consolidated grant.

A.3 Start date - duration of the programme (when did MIG allocation commence in your municipality eg April 2006?)

The program commenced in April 2006/07 Financial Year.

A.4 Amount allocated for the past four years

2006/07	R4, 538,150.27	
2007/08	R5, 278,572.31	Increase of R 740,422.04
2008/09	R8, 638,834.15	Increase of R3, 360,261.84
2009/10	R12, 097,000.00	Increase of R3, 458,166.85
2010/11	R13, 962,857.99	Increase of R1, 865,857.99

4.1.4.4 FINANCIAL DEPARTMENT

The Budget and Treasury Office is responsible for providing financial services for the municipality including performing the budgeting, revenue collection, accounting analysis, financial reporting, cash

management, debt management, payroll, accounts payable, expenditure functions and supply chain management, risk management.

Management of the municipality is responsible for establishing and maintaining a system of internal controls designed to ensure that the assets of the municipality are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of annual financial statement in conforming to the Generally Recognized Accounting Practice (GRAP). The internal controls are designed to provide reasonable but not absolute, assurance that fraudulent and irregular transactions will be detected by the controls.

Financial Report

The 2010/2011 financial statements were submitted on time. The municipality is fully GRAP compliant. All other reports required in terms of the Division of Revenue Act were submitted on time.

Viability of uPhongolo

uPhongolo has a total budget of R . It comprises the operating budget of R
and a capital budget of R . The salary cost is % of the operating
budget.

With regards to the shortage of resources, it is a known fact that the backlogs are substantial and financial resources are modest. There are no adequate financial resources to maintain the capital infrastructure that is installed on an annual basis. As a result, it was proposed as part of turn turnaround strategy that MIG should allow a maintenance portion say 20% of the MIG funding. To date, no major policy change has been effected. This could go a long way to ensuring that the infrastructure is adequately maintained for it to achieve its expected useful life.

Risk Management

The risk assessment has been conducted in conjunction with Provincial Treasury.

Audit

We have had five (5) consecutive unqualified audit reports including the last three financial years. uPhongolo has an Internal Audit Plan and the Internal Audit unit consist of one Internal Auditor and he is supported by a outsourced firm of Accountants. The Internal Audit recommendations are implemented by Council.

GRAP

The GRAP conversion was completed in the 2009/2010 financial year. The staff members are conversant with these accounting standards and they attend refresher courses were deemed necessary.

Budget Management

The new budget and reporting regulations have been implemented. The budget reports are credible and of good quality. The Mayor is part of the Budget Steering Committee and the budget is presented to the Finance Portfolio Committee, EXCO and finally approved by the full council.

Supply Chain Management

The committee system is in place i.e.

- The Bid Specification Committee
- Bid Evaluation committee
- Bid Adjudication Committee

Councillors and senior management declare their interests. However, declaration of interest does not mean that the municipality can trade with these individuals.

MFMA Compliance

The MFMA implementation plan is in place and there are no outstanding MFMA returns. The compliance checklist is in place. However, full compliance is still a challenge.

MUNICIPAL TURN-AROUND STRATEGY

Note: The Municipal Turn-around Strategy has been fully incorporated. The Municipality have to develop a 5-Year Municipal Strategic Plan.

Table 20: Municipal Turn-Around Strategy

4.2 GOVERNANCE

4.2.1 IGR

4.2.2 RISK MANAGEMENT

The risk assessment has been conducted in conjunction with Provincial Treasury. A risk plan has been developed and presented to the Audit Committee for approval. Internal Audit used the risk plan to prioritize the areas of attention in the 2010/2011 financial year. The municipality is exposed to various risks of loss including theft of, damage to, and destruction of assets, errors and omissions, injuries to employees, employee health and natural disasters. The municipality generally obtains insurance to mitigate the risks associated with possible losses but has chosen to retain the risks associated with underground infrastructure i.e. water and sewer pipes networks.

The Audit and Risk Management Committee will, in terms of its authority delegated by Council, facilitate the development of a formal Risk Management Framework and Strategy. The results of the risk assessments should be used to direct internal audit efforts and priorities, and to determine the skills required of managers and staff to improve controls and to manage these risks.

4.2.3 FRAUD & CORRUPTION

The Municipality appointed KPMG to draft a comprehensive Fraud Prevention Plan, which was tabled at Council for approval and implementation. The Fraud Prevention Plan must still be workshops with the Council. It is a standing item on the MANCO Agenda and is discussed every second week.

4.2.4 PUBLIC PARTICIPATION

Public participation takes place in the form of an External News letter that is printed and distributed by Council. Via Ward Committee Meetings and meetings held by Councillors. The community is also informed via the Radio and the Citizens Charter which is distributed each year after the Budget is approved.

4.2.5 CUSTOMER SATISFACTION

A comprehensive customer survey will be conducted during the 2012/2013 Financial year and it will then be analyzed and submitted to Council to take action on what is identified as service delivery challenges within the uPhongolo Local Municipal area.

5 SOCIAL AND COMMUNITY DEVELOPMENT ANALYSIS

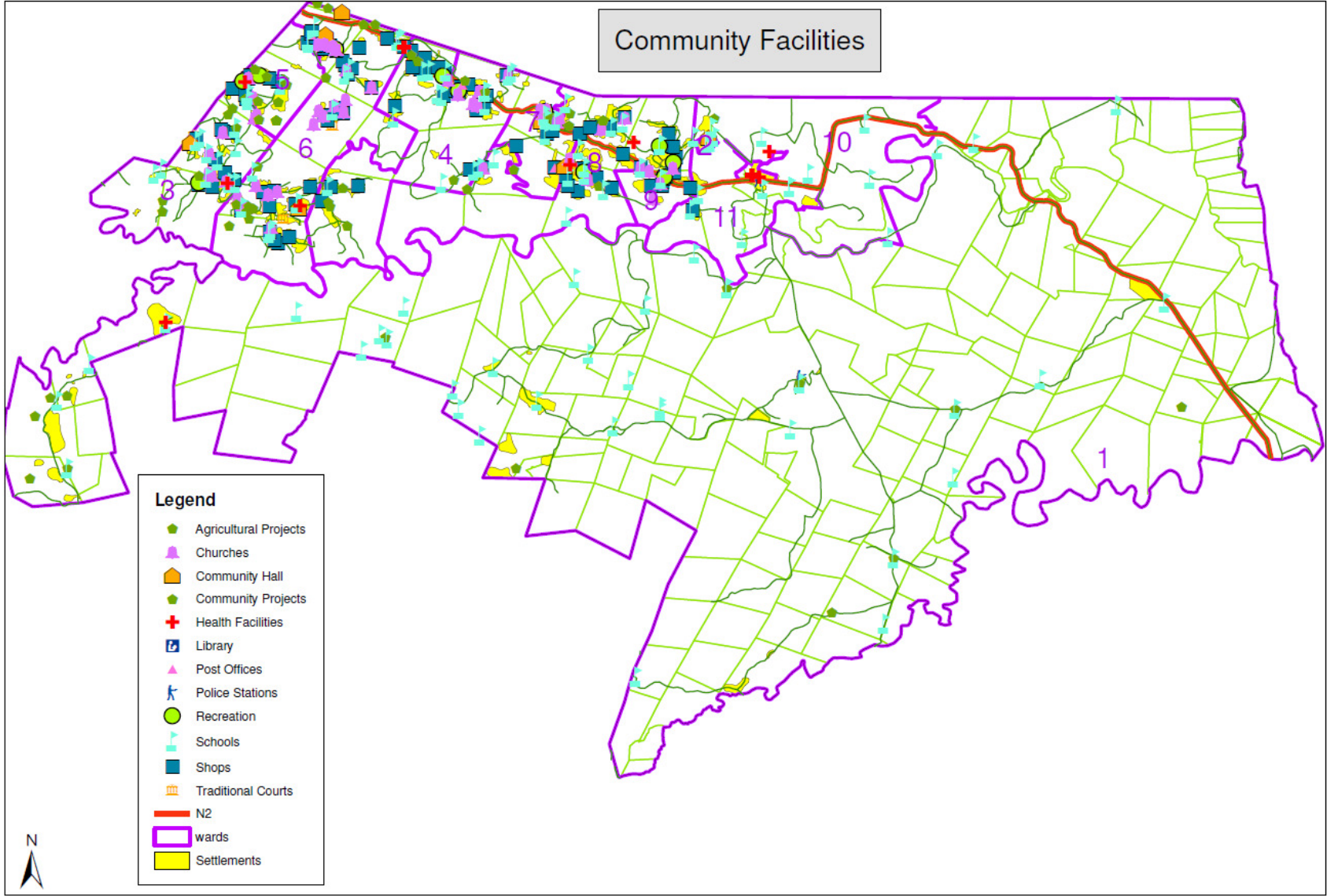
Please note that this chapter has been done by the IDP Manager without any input from the relevant HOD

5.1 Community Facilities Overview

TABLE 21: Community Facilities Overview

Social Facilities	
Schools	124
Clinics	15
Shops in Rural Areas	154
Police Stations	2
Recreational Facilities	12
Old Age Home	1
Community Halls	6
Post-Offices	4
Crèche's (Not verified)	
Law Courts	2
Hotels, Resorts & Conference Facilities	27
Cemeteries	
Municipal Offices	

Map 2: Community Facilities



UPHONGOLO LM DISTRIBUTION OF POLICE STATIONS

Legend

- Police Stations
- MAJOR TOWN
- MINOR TOWN
- RURAL CENTRE
- Roads
- Dams
- LM Boundaries
- ZDM Settlements
- ZDM Boundary

Scale

0 2.5 5 10 Km

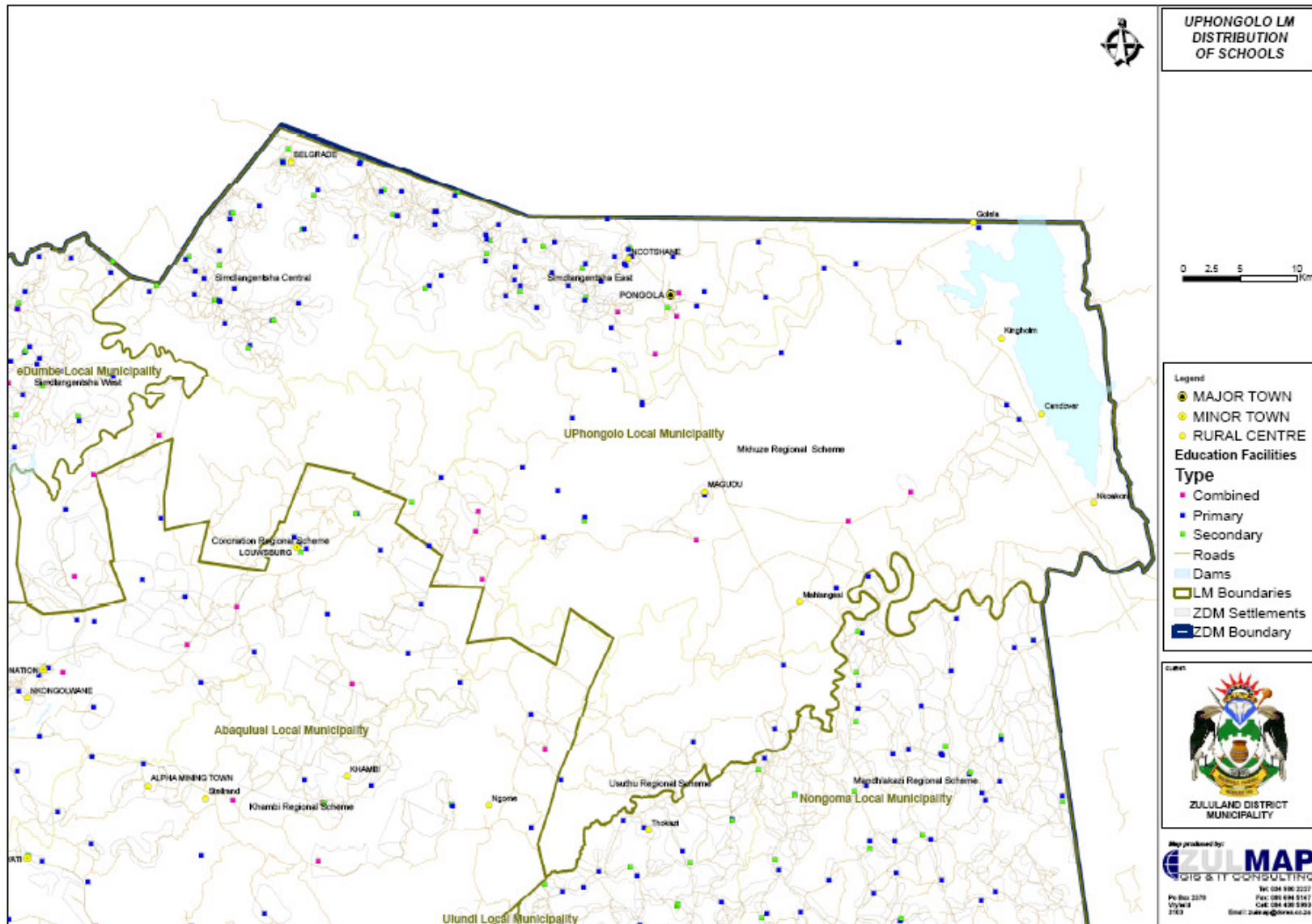
Map produced by:

EZUL MAP

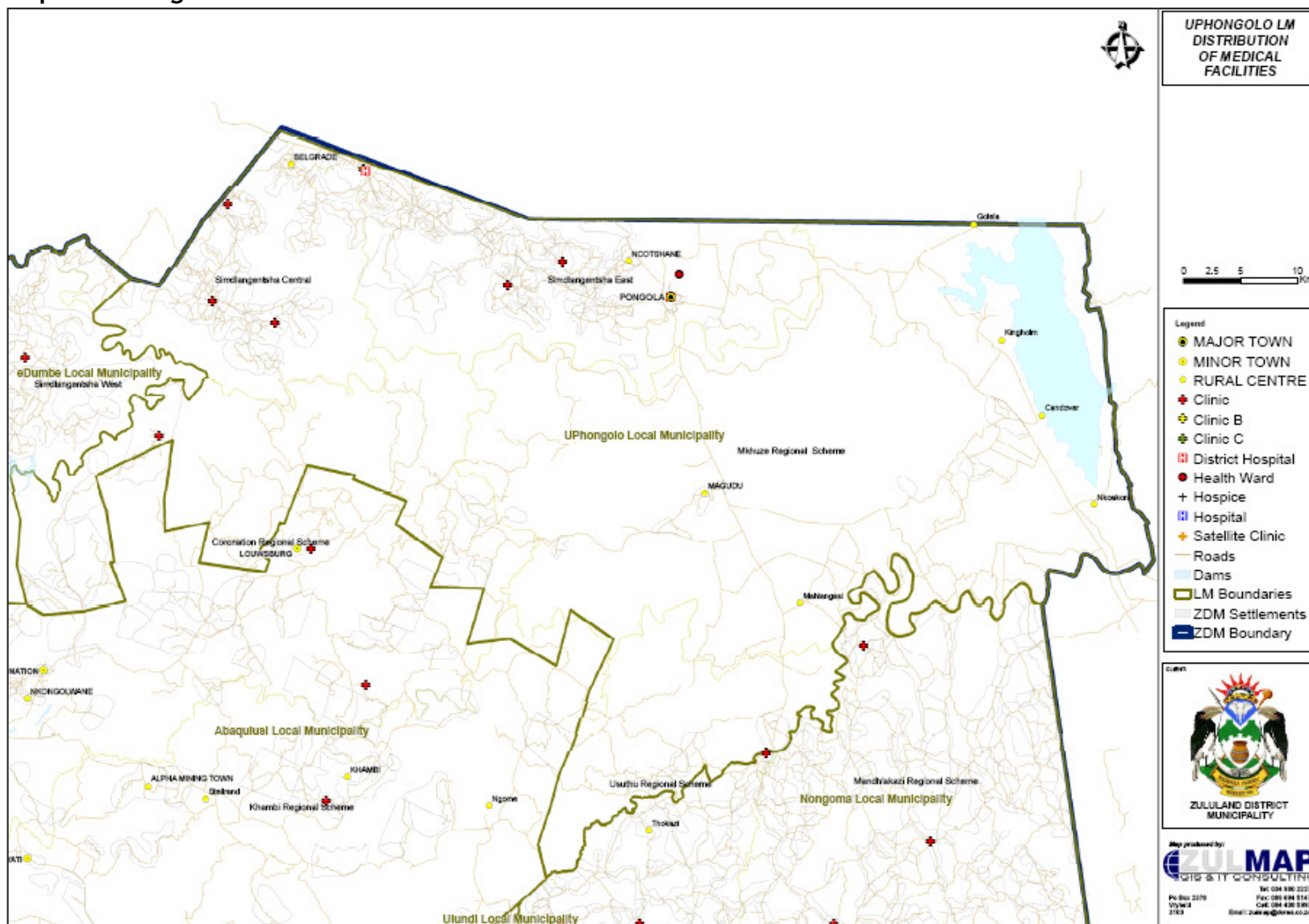
PO Box 2376
Vryheid
2353

Tel: 034 940 5157
Fax: 034 940 5147
Cell: 084 420 5193
Email: ezulmap@gmail.co.za

Map 4: uPhongolo Distribution of Schools



Map 5: uPhongolo LM Distribution of Medical Facilities



Distance to Community Facilities

TABLE 22: Distance to Community Facilities

	Households	Population	Percentage	Households	Population	Percentage	Households	Population	Percentage
Clinics	0 - 5km			5km - 10km			> 10km		
	7736	55699	37%	9016	64915	43%	4275	30780	20%
Hospitals	0 - 15km			15km - 30km			> 30km		
	11853	85342	56%	6352	45734	30%	2926	21067	14%
Primary Schools	0 - 2.5km			2.5km - 5km			> 5km		
	14605	105156	69%	4721	33991	22%	1701	12247	8%
Secondary Schools	0 - 2.5km			2.5km - 5km			> 5km		
	10494	75557	49%	5903	42502	28%	4913	35374	23%
Police Stations	0 - 10km			10km - 20km			> 20km		
	3456	24883	16%	5974	43013	28%	11673	84046	55%

ZDM Distance Analysis

The following Tables are an extract from the ZDM's Distance Analysis and indicates the area of greatest need for the specific community facilities.

TABLE 23: Population Utilising a Clinic Based Upon it being the Closest (>5000 Population Highlighted)

Name	Households	Population
Pongola M2	243	1750
Emkhawkhweni	885	6372
Altona	1556	11203
Pongola	1	7
Pongola Fixed	681	4903
Pongola M1	1941	13975
Tobolsk	1039	7481
Pongola M3	1143	8230
KwaShoba	2668	19210
KwaNkundla	950	6840
Qalukubheka	456	3283
Itshelejuba M1	3064	22061
Isthelejuba Gateway	1425	10260
Simdlangentsha	221	1591
Ncotshane	2975	21420

TABLE 24: Population Utilising a Hospital based upon it being the Closest

Name	Households	Population
Pongola	9994	71957
Itshelejuba	9735	70092

TABLE 25: Population Utilising a Primary School Based Upon it Being the Closest (Population >3500 Highlighted)

Name	Households	Population
phenyane c	114	821
phondwane p	133	958
kwa mphatha p	52	374
ubucubobuhle sp	148	1066
umngama intermediate	254	1829
bhekani p	84	605
ngangayiphi p	2	14
velobala jp	100	720
kwamfundeni sp	120	864
vimbemshini cp	207	1490
mkhunjini cp	235	1692
vulamehlo p	346	2491
mbangomuni p	22	158
laconco p	127	914

lalela jp	171	1231
lelieshoek p	81	583
ziqalele sp	243	1750
magadlela jp	20	144
maguduberg p	131	943
mgazini lower p	634	4565
mahlabaneni p	210	1512
altona sp	305	2196
makhoti p	114	821
empakama public	160	1152
emthunzini p	30	216
ntshiyangibone p	239	1721
enkubunjani p	102	734
moreson p	42	302
nyawoshane p	82	590
esinqeni public	371	2671
mthinteni cp	193	1390
mthawenga p	167	1202
ozweni p	1150	8280
mnyame p	94	677
petergate p	135	972
mtakayise cp	11	79
mshokobezi jp	270	1944
golela p	106	763
pongola akademie	585	4212
pongola intermediate	874	6293
gqamnjengelanga p	153	1102
dwarsrand p	161	1159
pumula p	89	641
nkonzweni p	106	763
dumenkungwini p	318	2290
qambushilo lp	182	1310
sakhumuzi p	316	2275
selinde p	97	698
sibiyangankomo p	219	1577
sibonile p	154	1109
inkosentsha p	148	1066
simandlangentsha hp	1404	10109
simunye p	432	3110
sinothando jp	502	3614
cottlands intermidiate	62	446
sivule p	140	1008
itshelejuba p	579	4169
siyaqhubeka lower p	187	1346
siyaziqeqesha p	525	3780

siyethemba p	291	2095
siyeza p	1022	7358
jabulisani p	157	1130
sizakala p	139	1001
buhlebuzile lp	398	2866
sizamile jp	173	1246
khalanyoni p	88	634
sondaba p	189	1361
mange p	53	382
manyandeni p	457	3290
sozama h	213	1534
khiphunyawo hp	191	1375
thekwane p	77	554
masithokoze cp	614	4421
bongaspoort jp	48	346
klein-eden p	233	1678
thembokuhle lower p	85	612
klipwal p	491	3535
tholulwazi sp	582	4190
mgulwane p	77	554
kortnek lower p	277	1994
mqubula p	21	151
kuneningi jp	151	1087
kwa banakile public p	101	727
kwa mlimisi cp	213	1534
kwa mngotho p	44	317

TABLE 26: Population Utilising a Secondary School Based Upon it Being the Closest (Population >8000 Highlighted)

Name	Households	Population
phenyane c	246	1771
dingukwazi ss	1053	7582
mthombowesizwe h	1	7
enhlanhlani s	726	5227
masiphula js	1194	8597
cottlands intermediate	421	3031
khulumeluzulu h	632	4550
khoza h	437	3146
kwamziwentsha h	213	1534
vukanimazulu s	150	1080
pongola akademie	646	4651
pongola intermediate	1018	7330
dwarsrand p	288	2074
bambanani h	803	5782
makhoti p	163	1174

mbhekwa h	1392	10022
mlomokazulu js	324	2333
bonginhlanhla h	938	6754
umgnama intermediate	662	4766
mpindiso h	698	5026
bongokuhle h	82	590
bhekani p	151	1087
magutshwa h	690	4968
kwa banakile public p	98	706
lalela finishing	185	1332
intonga h	408	2938
siqalukubona h	286	2059
mtshekula h	480	3456
landokwakhe s	714	5141
magwegwana secondary	204	1469
sibumbene h	650	4680
dwaleni h	1676	12067
ophongolo h	647	4658
sigqamise h	660	4752
langa js	309	2225
klein-edon p	400	2880
sebenzakanzima s	754	5429
somile h	328	2362

TABLE 27: Population Utilising a Police Station Based Upon it Being the Closest (Population >2500 Highlighted)

Name	Households	Population
PONGOLA	18530	133416
EKOMBE	944	6797

In light of the crime situation in the country this is an extremely concerning situation as it is indicated that the Municipality has a huge backlog in terms of police stations.

5.2 Housing

The following is a verbatim extract from the Municipality's Housing Sector Plan as prepared by Vuka Town and Regional Planners.

The Housing Vision of the uPhongolo Municipality is:

“All the people of the uPhongolo Municipality have access to housing that meets the requirements of the National Department of Housing, all slums are eradicated by 2010 and more people own houses”.

The housing structures prevalent in the uPhongolo area vary from traditional wattle and daub largely found in the tribal and rural areas to the formal and even upmarket structures within the main centres of Pongola and Belgrade.

Ncotshane, in particular, has largely old-style “township” designed houses. In the rural areas the lifestyle tendency is that of extended families living together with economically active adults moving into formal areas, providing better access to employment opportunities.

A large portion of the population of the uPhongolo Municipal area live in rural areas and are concentrated in the Tribal areas in scattered homesteads known as imizi. Homesteads are of a mixed nature and include both modern dwellings and traditional thatched huts. A small portion of the population lives as tenants on farms. The remainder of the population is concentrated in and around urban areas in informal settlements, particularly around Pongola and Belgrade and in the Ncotshane area.

The following housing types can be distinguished:

- Traditional households include a clustered number of thatched roofed huts and lack basic infrastructure;
- Formal dwellings are houses with a solid top structure, made of concrete and are served with basic infrastructure; and
- Informal dwellings are made from a variety of materials, are not structurally secure and are without basic infrastructure.

Housing demand is defined as the number of households requiring housing. Based on current population estimates and available data on housing it is estimated that the current housing backlog stands at approximately 9 000 housing units. The greatest need for housing would be in terms of the formalisation of informal settlements areas and housing typologies, i.e. housing that is located in informal settlements and densely populated settlements in the Tribal areas. A number of housing projects are currently underway and are producing some 2 500 new housing units in an

attempt to address the housing backlog. This, however, still leaves 6 500 new housing units required to fully address the current housing backlog.

Within the urban to peri-urban areas of the uPhongolo Municipality where most of the informal dwelling can be found, the challenge is more complex as communities seek services, economic opportunities and suitable top structure.

As far as Tribal Areas are concerned it is important to note that most tribal communities have particular and generally negative perceptions of densified and generally smaller housing units that are mainly witnessed as urban housing developments. Their main priority is in the provision of services. Therefore, housing development within the Tribal Areas is to be considered against unlocking opportunities of service delivery.

Data and information extracted for the uPhongolo IDP creates a perspective within which current and future housing demand and backlogs can be calculated. Although this is not split into urban and rural categories, there is indication that the primary focus of this demand is in informal settlements and densely populated settlements in the Tribal areas, particularly the areas of Ncotshane, Esingungwini, Mavithi and Belgrade. This creates a sense of the magnitude of the challenge the uPhongolo Municipality faces in housing delivery and the creation of sustainable communities. Based on the this information, and assuming for now that traditional housing is not considered a critical backlog, the current and projected future housing backlogs for the uPhongolo Municipal area are estimated as follows:

TABLE 28: Housing Backlog

	2007	2010	2015	2020
No. of Households	17 347	17 974	19 069	20 231
No. of Traditional Houses	8 011	8 011	8 011	8 011
No. of Formal Units	387	2 987	2 987	2 987
Housing Projects	2 600	0	0	0
* Ncotshane	(1100)			
* Esingungwini	(500)			
* Mavithi	(500)			
* Belgrade	(500)			
* Gumbi		(2000)		
Housing Backlog	6 349	4 976	6 071	7 233

The vision, objectives and strategic interventions of the uPhongolo Municipal Housing Plan must be a response to the housing need in uPhongolo Local Municipality. It is also important to acknowledge the following factors that may affect Municipal housing delivery:

- Land availability and particularly limited available state land.
- Some of the land in existing settlements is not suitable for housing.
- Farm land under private ownership and expensive.
- Low levels of affordability.
- Influx of people into the urban areas of uPhongolo.
- Impact of HIV/AIDS.
- Availability and reliability of data that highlights exact backlogs based on qualified need i.e. the number of people who need housing and who have applied, in some one way or other, for housing.
- Effective housing need in rural areas has not been quantified.
- Institutional issues.
- Certain tribal by-laws restricting access to housing.
- Poor services in most areas despite the existence of infrastructure. This also affects provision of free basic services and payment of services. Some of the infrastructure is not within current norms and standards.
- Some areas, e.g. farms and informal settlements have no access to services.
- Financial arrangement and access to funding, e.g. access to credit is limited due to land ownership issues and low income levels.

The vision for housing and the creation of sustainable communities must capture the following:

- “Affordable” - considerate of the different income groups
- “Appropriate” - suitable for the different needs e.g. rental, ownership
- “Quality” - spacious, good workmanship, good building materials
- “Sustainable” - localities with access to services, amenities and income sources

Strategic Objective Options and Proposals

- Increase understanding of housing subsidy programme by communities.
- Create sustainable rural communities in the next ten years.

- Eradicate informal settlements in the next ten years.
- Improve provision of services to all communities in the next five years.
- Develop partnerships with mining and tribal authorities.
- Cut the housing backlog by half in the next five years by providing at least 5,000 low cost housing units to by 2010.

The following can be explored in the formulation of uPhongolo's Housing Strategies:

- Building on existing stands.
- Partnerships for land release, finance and housing models.
- Entering into service agreements regarding municipal services provision.
- Promoting people's housing programme.
- Provide municipal infrastructure as part of the package, especially in relation to rural areas.
- Farm areas: Create new localities that can also serve as municipal/government service centres and provide housing for a wider area. This should be based on local travel patterns and can in future turn into commercial centres.
- Purchase suitable land and turn into residential land.
- Informal settlements: Identify suitable locations and promote the locality to accommodate people from various settlements. Provide services as part of the housing package.
- Urban settlements (townships): Low income houses Rental units Develop sites for those who want to build own houses.

Strategic Objectives

The following serve as the strategic objectives to further guide the formulation of the uPhongolo Municipal Housing Plan:

- To reduce the housing backlog by half in the next five years through the provision of approximately 5 000 low cost housing units across the uPhongolo Local Municipality by 2010.
- To build an effective, efficient and caring government in the delivery of housing through embarking on a process to be accredited as well as being capacitated.
- To facilitate, fund, manage the provision of tenure and appropriate quality services and houses.
- To densify housing on well located land as well as diversification of housing stock for various markets.

- To contribute to National Housing Policy processes and address gaps that hinder sustainable development.
- To mainstream implementation of the Expanded Public Works Programme and labour intensive methods.
- To develop working partnerships with key role-players in the area, focusing on interaction between the mining and tribal authorities.
- To identify all potential land for future housing development, with the aim of encouraging integration and a mix of housing typologies.
- To encourage capacity building, training and information dissemination in relation to housing subsidy programmes
- To create sustainable and viable rural communities.
- To eradicate informal settlements in the area over the next 10 years, in compliance with the national target.
- To improved provision of services to all communities within 5 - 8 years.
- To locate new housing development within a rational urban development boundary to ensure sustainable development.
- To provide integrated, functional residential development that is complemented necessary social and economic amenities.

According to the uPhongolo Municipal Housing Plan calculations the total need for housing within the uPhongolo Municipal area up to the year 2015 is estimated at approximately 19 100 units, with the backlog in housing provision for the same period estimated at 8 100 units. Addressing this housing need requires a tailor-made, focused approach, one that uses one or the combination of the following 3 broad categories of housing delivery:

- The provision of tenure: The provision of tenure basically involves a Township Establishment process, which includes designing the layout, drafting the application and submitting it to Council, an EIA process, and surveying the township.
- The supply of essential services: The supply of essential services is an engineering aspect and involves the design and implementation of engineering services (water, sanitation, electricity and roads).
- The construction of top structures: The third component of housing and tenure delivery is the construction of top structures. The construction of the top structures is done through

the provision of Government subsidies and is normally constructed by private construction companies.

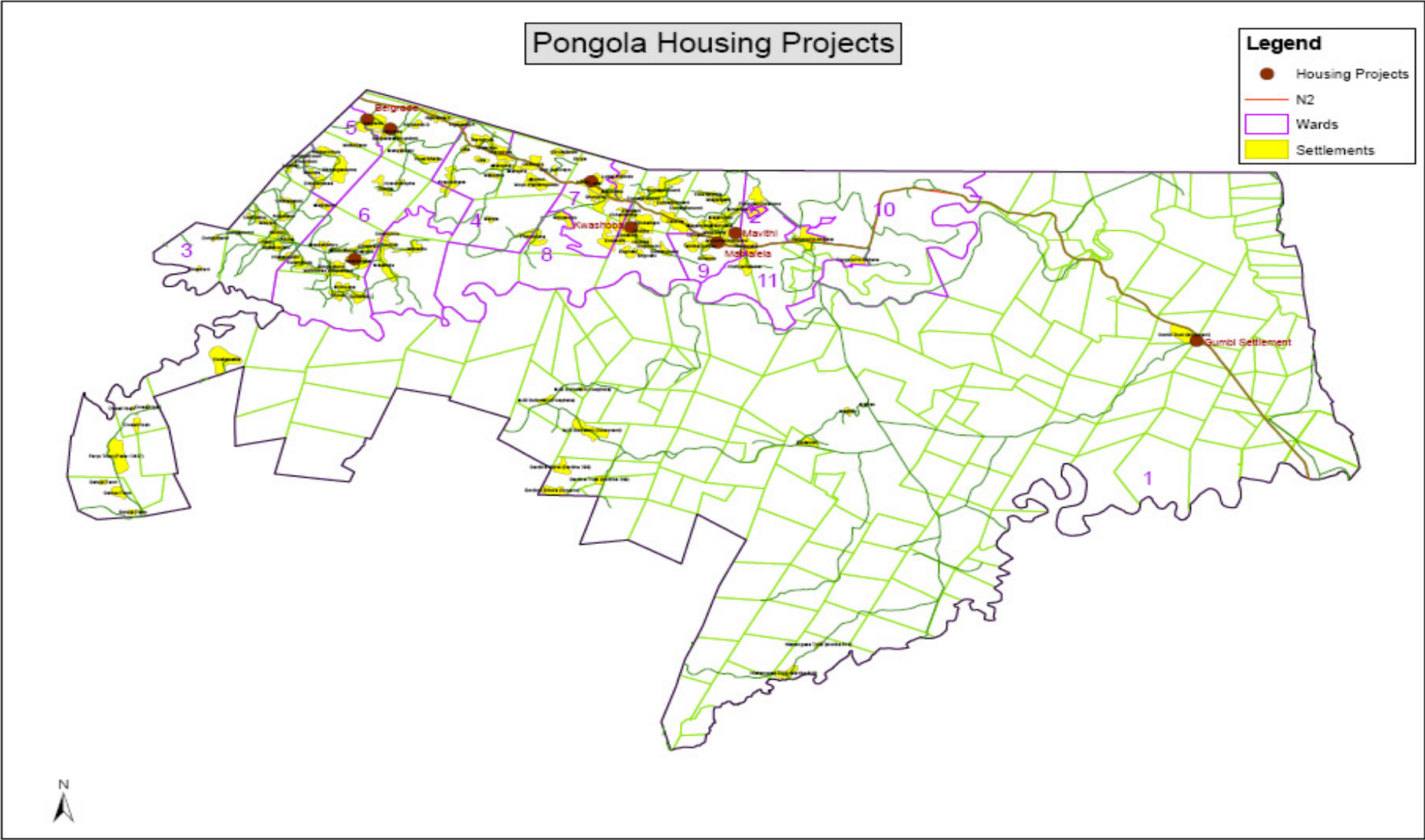
The above three-part housing delivery process can either be dealt with as one process or in separate stages. In other words, it is possible to only provide tenure at one stage, without necessarily having to provide services or housing directly after that. This variation of approaches also commonly distinguishes the two main focus areas of housing and tenure delivery. The first is affordable housing and tenure delivery, providing the full range (tenure, services and housing) on green-fields developments. The second is informal settlement upgrading, which basically provides tenure and services for existing informal settlements.

The Municipality has submitted the completed Housing Plan to the Provincial Department of Human settlement and is at present still awaiting comments from the Department before the Plan can be finally adopted.

TABLE 29: Planned Housing Projects

uPHONGOLO MUNICIPAL HOUSING SECTOR PLAN: PLANNED PROJECT SHEET								
#	Project Description	Ward	IDP Priority	Estimated No Units	Type of Project	Estimated Budget	Year of Implementation	Availability of Infrastructure
1	Belgrade	5		500	Rural	27,325,000	2009/10	Limited - ZDM Scheme under investigation Insufficient - Under Investigation Insufficient - Under Investigation Insufficient - Under Investigation Insufficient - Under Investigation Insufficient - Under Investigation Insufficient - Under Investigation Insufficient - Under Investigation Insufficient - Under Investigation Insufficient - Under Investigation Available & Need Upgrade
2	Gumbi Settlement (Candovor)	1		1,000	Rural	54,650,000	2009/10	
3	KwaLubisi	7		500	Rural	27,325,000	2011/12	
5	Mavithi	11		500	Rural	27,325,000	2011/12	
6	Esingungwini	11		500	Rural	27,325,000	2012/13	
7	Mahlalela (Mdonini/Mphafeni)	9		500	Rural	27,325,000	2012/13	
8	Ndalini	4		500	Rural	27,325,000	2013/14	
9	Vimbemshini	3		500	Rural	27,325,000	2013/14	
10	Nkosentsha	6		500	Rural	27,325,000	2014/15	
11	KwaShoba	8		500	Rural	27,325,000	2014/15	
12	Portion 435 Pongola	11		800	Urban	43,720,000	2011/12	
Total of Planned Projects				4,500		371,620,000		

Map 6: Pongola Housing Projects



5.3 Land Reform

- The main components of land reform are that:
- Land reform must contribute to economic development and poverty alleviation, particularly in rural areas;
- The substantial increase of black ownership of commercial agriculture must be promoted;
- The importance of an integrated approach to land reform in close collaboration with other departments (particularly the Department of Agriculture and Housing), and the other spheres of government;
- The Department of Land Affairs must actively work with Provincial Government and District Municipality to build the capacity of the latter to undertake land reform and land development planning;
- The importance of national spatial planning for sustainable development;
- In addition to the above the following points can be added which are of specific reference to the uPhongolo Municipal area:
 1. A strategy for the distribution of information on of land reform to stakeholders and possible beneficiaries. It is anticipated that existing representative structures such as the Farmers Associations, Chambers of Business and the larger commercial land owners should remain the focus for this exercise from where the information can filter down to grassroots levels; and
 2. The primary role-players such as the Department of Land Affairs, the District Municipality, individual local authorities, and the Ingonyama Trust Board should establish a joint Land Reform Forum in order to prepare an integrated strategy, outlining responsibilities, with regard to the implementation of land reform in the sub-region, along similar lines as the Service Providers Forum.

Most of the areas in the western sector of uPhongolo are under the control of Tribal Authorities, therefore land reform becomes complicated. The Land Reform Legislation does not cater for the land extension within the sub-region. Land Reform will contribute to the increased opportunities for commercial farming thus aiding in the economic development of uPhongolo.

5.4 Disaster Management

uPhongolo Local Municipality wish to enter into an agreement with the Zululand District Municipality as a service provider to manage and operate the fire and disaster management service on behalf of the district, within the jurisdiction of the municipality. As indicated in the introduction above, the fire services function has been allocated to the district municipality. Therefore the district, if it has no capacity to perform the function, can appoint service providers to perform the function on its behalf. However, this arrangement cannot remove the legal responsibility and accountability for the function from the district.

The Zululand District Municipality's offices are situated in Ulundi, 130km away from uPhongolo Local Municipality. It has one disaster management utility vehicle which has been donated by the Department of Traditional and Local Government Affairs. This vehicle is meant to serve the whole district of 15 305 square kilometres with a population of 804 454. it is also meant to be a multi - purpose vehicle that assist with the fighting of fires, transporting of water to communities affected by disasters, to be used to evacuate people from dangerous situations and to transport supplies such as tents, blankets, food to communities affected by disasters. This casts a picture of serious lack of capacity and preparedness within the district. Even if there was enough capacity at a district level to deal with fire and disaster situations, the reaction time would be too late because of the distance. Furthermore, the municipality intends to create an integrated prevention programme within its jurisdiction in

order to reduce fire and disaster incidents. This will include capacity building for the community on disasters, environmental issues to deal with soil erosion, highlighting the importance of environmental impact assessments, flooding, prevention of fires, etc. The district containing only one disaster vehicle can never be able to perform these two very important functions of fire services and disaster management. Moreover, the district has no capacity to handle fire and emergency at all local municipal levels.

uPhongolo Local Municipality has one fire vehicle that is almost 30 years old. Fires and disaster incidents are attended to by the Traffic Department. This department has no 24 hour communication centre and the personnel are called on mobile phones by the SAPS if an accident happens after hours. The assistance from the sugar mill is not enough to cover the whole municipality with its entire population. The farming community has taken precautions and provided for fire by jointly sourcing the services of private fire service providers. The whole municipality is serviced by only two ambulances based at the only hospital, iTshelejuba Hospital. There are police stations in the urban centre of uPhongolo and in the different wards. Summarily, the municipality has no capacity to provide for major disasters and fire and emergency situations.

TABLE 30: Disaster Management Situational Analysis

ELEMENT	DESCRIPTION	IMPLICATIONS FOR DISASTER MANAGEMENT
Municipal Area		
Extent of the Municipal area	The municipal area comprises the former TLC areas of uPhongola town; Ncotshane and Illovo townships, the tribal areas including Ndlangamandla; Mavuso; Msibi; Ntshangase; Sibiya and Simelane; villages such as Magudu and farmlands	N/A
Maximum distance between uPhongola & outer perimeter	Approximately 51 km	Impact on response time
Topography		

Rivers	<p>The Pongolo and Hlambanyathi rivers lie within the municipal boundaries.</p> <ul style="list-style-type: none"> • The Pongola Poort dam falls in uPhongola municipality. 	Potential flooding during rainfall season
Typography	The topography of the areas and features such as mountains must be taken into account.	Access may be problematic
Vegetation	Large areas of land are utilized for commercial farming - sugarcane, forestry and livestock.	Fire hazards to be considered especially in terms of forestry
Meteorological Conditions		
Rainfall season	<ul style="list-style-type: none"> ▫ Summer rainfall area ▫ Approximate annual rainfall: 750 -1 000 mm 	Flooding in summer with the potential of fires during the winter.
Wind		Exacerbating fire risk, particularly during the winter
Infrastructure		
The N2 National Road	<ul style="list-style-type: none"> ▫ Primary transport corridor, consisting of road and rail links ▫ Runs through Zululand linking KwaZulu-Natal to Gauteng ▫ Runs north-south through the eastern part of the Municipality ▫ In a reasonably maintained condition ▫ It is however under pressure because of an increasing number of timber trucks using it. 	Road access to the majority of the area can relatively easily be obtained
The R69 Road	<ul style="list-style-type: none"> ▫ Secondary transport corridor ▫ Runs east-west through the central part of the area ▫ Busy and carrying large numbers of local and regional traffic 	Road access to the majority of the area can relatively easily be obtained. Traffic volumes may be a factor to consider
The R66 Road	<ul style="list-style-type: none"> ▫ Secondary Transport corridor ▫ Runs north-south through the central part of the area. ▫ Links uPhongola town with Ulundi. 	Road access to the area. Accessibility is affected by the quality of the road.
Internal Roads	<ul style="list-style-type: none"> ▫ The municipality has good linkages 	uPhongola can be fully

	<p>within and between the municipal area due to the N2 national road and numerous provincial roads.</p> <ul style="list-style-type: none"> ▫ Roads in the municipal area are predominantly dirt roads. Dirt roads tend to result in accessibility problems when there are heavy rains. ▫ Many of the internal roads are in a poor condition, in need of maintenance or upgrading. 	<p>services in terms of disaster management, but rural areas pose a serious problem. Access during the rainfall season is problematic</p>
Railway Line		<p>Train accidents are possible and would need to be responded to</p>
Bridges		<p>Provide access across rivers and railway lines. If damaged, accessibility problems need to be anticipated</p>
Airport	<p>There is an airstrip located between uPhongola town and Ncotshane.</p>	<p>Airborne response can be utilised in disaster management</p>
Electricity	<ul style="list-style-type: none"> ▫ The urban area of uPhongola town centre and its immediate surrounds is largely provided with electricity. ▫ Limited number of settlements in the tribal areas has electricity connections. ▫ A significant number of households are reliant on gas, paraffin or candles for cooking and lighting. 	<p>Disasters may result from the use of alternative forms of energy/fuel, including fires in informal settlements and veld fires</p>
Water	<ul style="list-style-type: none"> ▫ Approximately 44% of the population has access to tapped water, either on site, in the dwelling or at a public tap. ▫ In some instances water is directly extracted from rivers 	<p>Water quality consumed impacts on general health of the population and vulnerability to diseases.</p>
Sanitation	<ul style="list-style-type: none"> ▫ Pit latrines serve as the sanitation service used by 45.5% of the population. ▫ A large percentage of the 	<ul style="list-style-type: none"> ▫ With no infrastructure in place health risks occur ▫ Pit latrines and septic tanks pose a health threat where

	population has no access to sanitation facilities.	they are situated close to aquifers and water supplies
		used for domestic purposes.
Social Infrastructure		
Hospitals	<ul style="list-style-type: none"> □ Tshelejuba provincial hospital serves the area to a limited capacity and referrals are made to hospitals in Empangeni or Richards Bay. 	<ul style="list-style-type: none"> □ Services can be utilised in specific types of disaster management operations □ Implications in terms of response times and appropriately reacting to situations
Emergency Services	<ul style="list-style-type: none"> □ Police Stations: 2 stations located within uPhongola town centre. Services to rural areas are described as poor to non-existent. □ Fire Brigade Services: One fire engine serves the municipality. Limited capacity in terms of fire fighting services. □ Private companies offer security services. 	Implications in terms of response ability and response times
Community Facilities and Schools	Various such facilities are provided throughout the area. These facilities are however not always of a high standard or well maintained	A full audit of facilities to be undertaken to establish usability and potential in disaster management physical network
Population		
Urbanisation	<ul style="list-style-type: none"> □ The population is largely considered rural. □ uPhongola town serves as the major urban centre in the municipality. 	Emergency and disaster management services located in uPhongola serve a dispersed community. This has implications for response times
Equipment		
Emergency equipment	A detailed audit of all equipment which may be of assistance need to be kept	

THE STRATEGY TO DELIVER AN EFFICIENT AND EFFECTIVE FIRE SERVICE

Since the fire service function is a district function it is proposed that it be performed as a partnership between the Zululand District Municipality and uPhongolo Local Municipality, by sharing the function as follows:

- (a) the Zululand District Municipality to remain with the authority function of legislating and ensuring the execution of the function. Making by-laws, setting standards, planning at a district level, coordinating the function, monitoring and providing funding for the establishment of a fire station, procuring the fire vehicles and equipment and the operation of the fire service, including budgeting for the salaries of staff, uniform and office equipment and maintenance of the fire vehicles and equipment.
- (b) uPhongolo Local Municipality to be appointed by the Zululand District Municipality to act as a service provider for the fire function and the municipality's function will include the provision of a site for the fire station, provision of water and electricity and other infrastructure for the effective operation of the fire station, management and operation of the whole fire service, which includes appointment and management of fire staff, maintenance of fire vehicles and equipment, etc. uPhongolo Local Municipality will also form a joint operations committee within the municipality which will co-ordinate all fire and disaster management matters and prepare plans and reports for the district to enable it to report to province.

Therefore, there are three components to this plan, namely:

- authority: responsibility of the Zululand District Municipality

- management (service provider): responsibility of uPhongolo Municipality with funding from the district
- operations (service provider): responsibility of uPhongolo Municipality with funding from the district

THE STRATEGY TO DELIVER AN EFFICIENT AND EFFECTIVE DISASTER MANAGEMENT SERVICE:

TABLE 31: Disaster Management Strategy

ACTION	COMMENTS	COST ESTIMATES
Disaster Management Plan	Guiding document that links with the District framework and IDP	
Council	<p>Assume primary responsibility for co-ordination and management of local disasters that occur in uPhongolo.</p> <p>Declare local state of disaster, where necessary,</p> <p>Make by-laws, give policy direction at the occurrence of local disasters,</p> <p>Assume only the reactive role and incident management</p>	
Establishment of Disaster office within uPhongolo Local Municipality	The office can be located on the premises of the fire services and traffic offices, and can be manned by staff from the fire services in order to reduce costs. This will place all emergency services together for ease of co-ordination and operations. To monitor the implementation of the Disaster Management Plan for uPhongolo Municipality. To prepare contingency plans for disasters that might occur within the local municipality and communicate with the district municipality and the community. Co-ordinate workshops and training for staff, councilors and other stakeholders.	
Appointment of Municipal Manager of uPhongolo as “responsible official” for disaster management	<p>MM can delegate responsibility to another official</p> <p>Must prepare the agency agreement</p> <p>Must manage the functions attached to incident management of disasters</p> <p>Prepare reports to be submitted to the</p>	

	ZDM DMC	
MM identify staff to be involved and allocate responsibilities	Draw up a plan for the availability and stand by on a 24 hour basis.	
Identify members and form a Joint Operations Committee (JOC)	<p>All role-players stakeholders to be involved in planning, organizing and allocation of tasks. Members include:</p> <ul style="list-style-type: none"> *Officials of the Municipality, *SAPS *SANDF *Ward committee members *Farmers associations *Tourism sector *Business sector *NGO's and CBO's *Dept of Health, Social Welfare, Local Govt, etc *Ambulance and hospital services *etc. 	
Establish a Communication Centre	To be utilized for all emergency purposes jointly with other emergency sectors and to be operated on a 24 hour basis. This involves setting up a communication system within the disaster office, connecting to SAPS, traffic dept, ambulance services, and providing radios at strategic points. There are different types of communication systems now, others highly technologically advanced. The control officer for the fire will also deal with disaster calls and all other emergency calls.	Between R1,75 million and R2,5 million to set a fully fledged communication system that will be utilized for both disasters and fire calls.
Training and capacity building for staff, councilors and JOC members	This training can be facilitated by the Province.	R50 000 to be sourced from the Province
Marketing and awareness campaign	Communicate and make community aware of the disaster and fire service. Identify volunteers for each ward to be trained and capacitated for disaster preparedness. Communicate emergency numbers to communities and strategic organizations, like the tourism office, traditional courts, farmers associations, etc.	

6 ECONOMIC ANALYSIS

6.1. MAIN ECONOMIC CHARACTERISTICS: LED SECTION

The local economy is largely based on agricultural activities. Raw products are transported to other industrial centres for further processing and this result in the erosion of job creation opportunities for the area. Construction work is periodic and dependent upon large construction projects that are funded by national and provincial government. The municipality is in an excellent position to reap the benefits of an intensive tourism programme due to natural beauty, existing tourism development initiatives and potential future tourism related development.

The proposed extension of Ithala Nature Reserve and the upgrading and development of facilities at the Pongola Poort Nature Reserve have the potential to greatly enhance the tourism sector in the municipality with the concomitant effect of changing the area to a destination rather than thoroughfare to the destination. Employment opportunities are constantly provided in the public sector. This has a significant economic impact to the small number of employees in this sector. The informal sector is, however expanding, primarily based on the taxi industry, informal financial services and taverns.

The economically active population in uPhongolo Municipality is estimated at 52.18% of the entire population. Only 26.61% of this population group is employed which means that the unemployment rate is as high as 73.39% for the area.

6.2 Employment

Table 32: EMPLOYMENT STATUS (2007)

Status	Population	Percentage
Employed	20764	27
Unemployed	21850	28

Not economically active	32826	42
Unspecified	2064	2
Institutions	529	1
Total	78033	100

Of the Economically Active Population (40% of people residing in uPhongolo Municipality, which is not of school-going age) only 27% is employed, meaning that the unemployment rate is extremely high, i.e. 73%.

6.3 Occupation

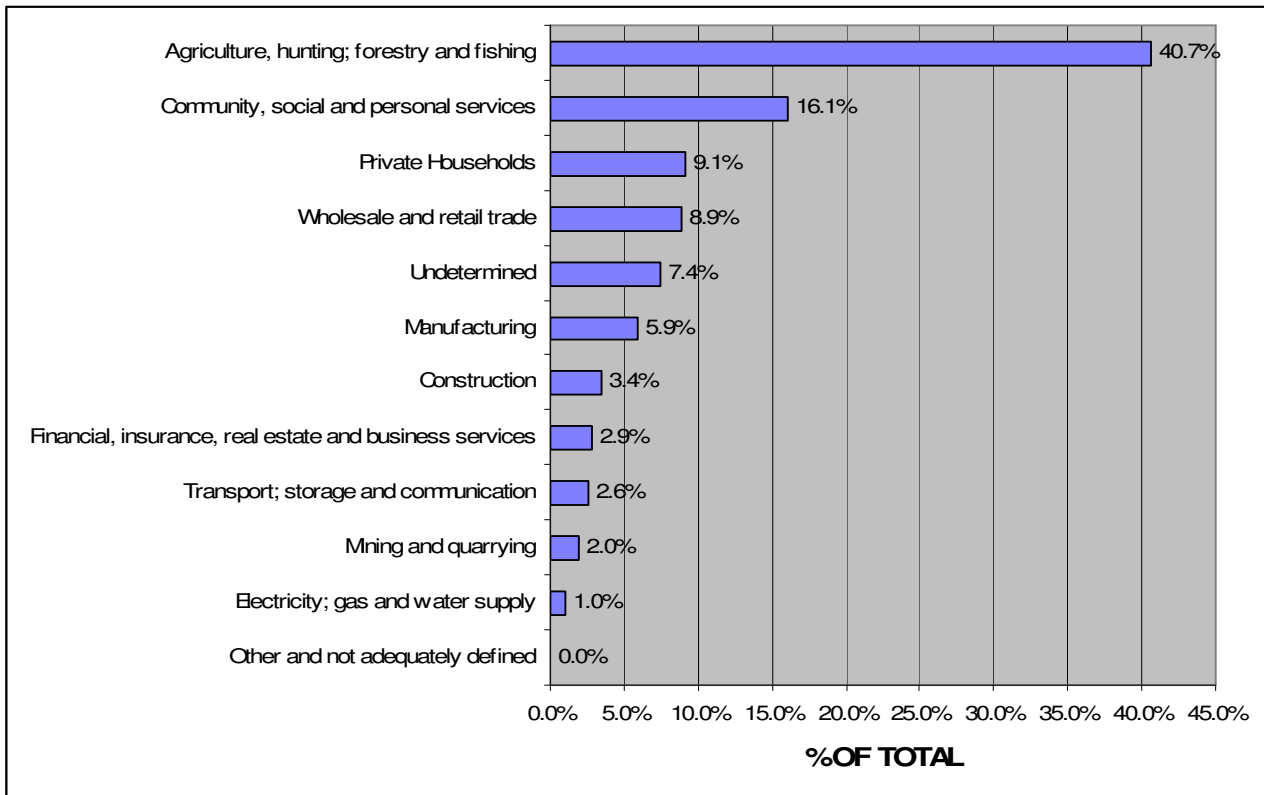
The following Table indicates that $\pm 73\%$ of the population of employable age falls within the “Not applicable” category. This correlates with the unemployment figure as indicated by the Employment Status table. This relates to a situation where the municipality needs to concentrate on LED and the establishment of an environment that is conducive to job creation.

Table 33: Occupation (2007)

Occupation	Population	Percentage
Legislators; senior officials and managers	1267	1.62%
Professionals	2063	2.64%
Technicians and associate professionals	646	0.83%
Clerks	1061	1.36%
Service workers; shop and market sales workers	1636	2.10%
Skilled agricultural and fishery workers	1324	1.70%
Craft and related trades workers	1666	2.13%
Plant and machine operators and assemblers	1209	1.55%
Elementary occupations	5626	7.21%
Occupations unspecified and not elsewhere classified	4265	5.47%
Not applicable	56742	72.71%
Institutions	529	0.68%
Total	78034	100.00%

6.4 Employment Sector

Graph 3: Employment Sector (2007)



The above table shows that most employed people (41%) are in the agriculture sector which is characterized by long hours of work and low pay. Part of the reason for the dominance of this sector can be attributed to low levels of education for the adult population in the Municipality as indicated, as well as to the labour intensiveness of this sector through which it manages to absorb large quantities of labour.

6.5 Income Category

Table 34: Income Category (2007)

Category	Population	Percentage
No income	51876	66.48%
R 1 - R 400	3310	4.24%
R 401 - R 800	7878	10.10%
R 801 - R 1 600	7485	9.59%
R 1 601 - R 3 200	1488	1.91%
R 3201 - R 6 400	1915	2.45%
R 6 401 - R 12 800	885	1.13%

R 12 801 - R 25 600	166	0.21%
R 25 601 - R 51 200	115	0.15%
R 51 201 - R 102 400	201	0.26%
R 102 401 - R 204 800	216	0.28%
R 204 801 or more	158	0.20%
Response not given	1808	2.32%
Institutions	532	0.68%
Total	78033	100.00%

According to the 2007 Community Survey, there are 66.48% of the population of employable age in the municipality that have no income. Furthermore, there are 96% of the population that generate an income of less than R1 600.00 per month. R1 600 per month is well below the amount required by households to be able to maintain a healthy and hygienic lifestyle (or household subsistence level). This figure has a severe impact on the ability of people to pay for municipal services.

6.6 LED Strategic Plan

A brief overview of the main economic sectors from the LED Strategic plan will be discussed.

6.6.1 Agriculture

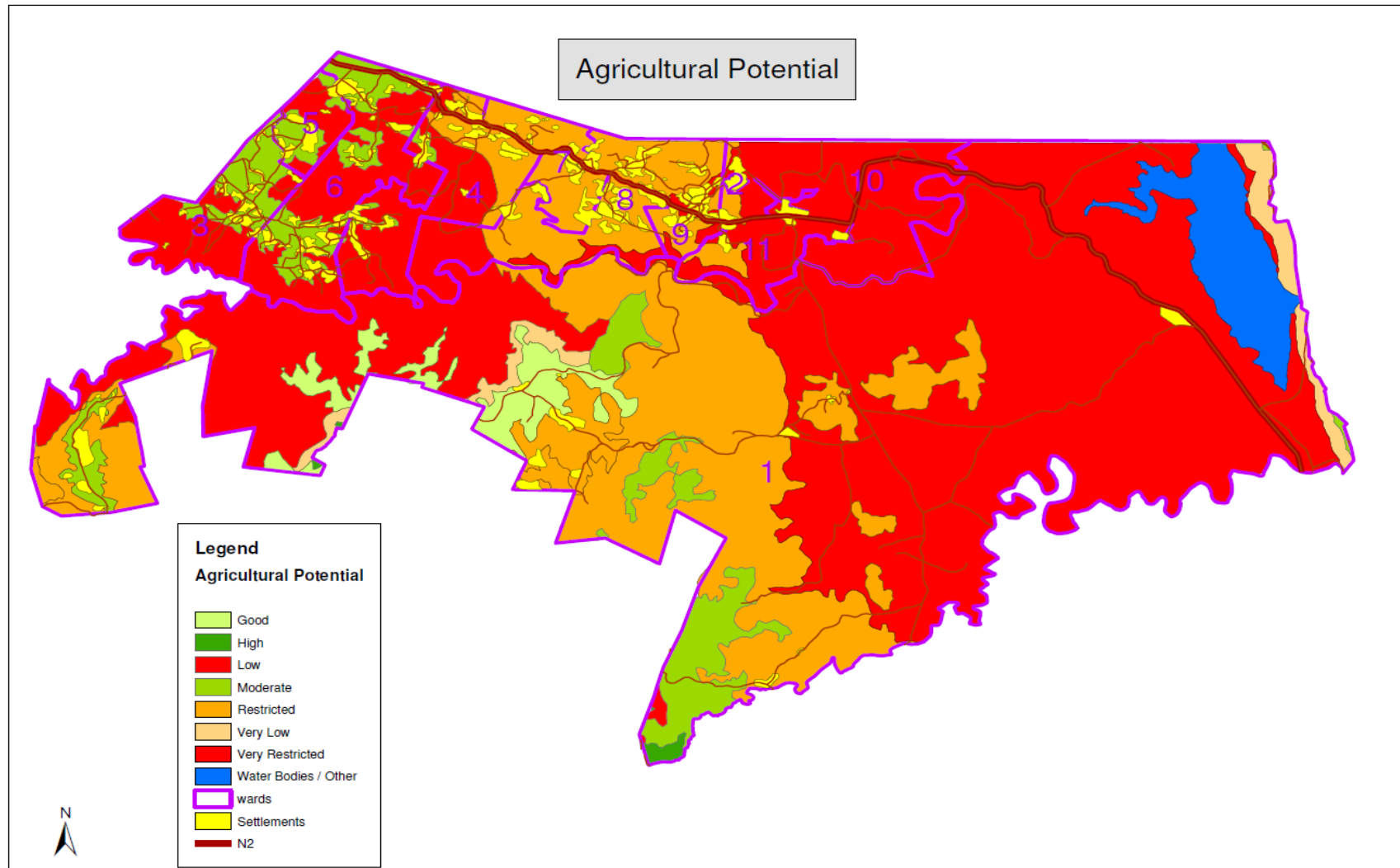
The agricultural sector employs more people than any other sector in uPhongolo Municipality. It impacts significantly on employment, income generation, economic linkages, land tenure and land reform and environmental considerations in the area. The most predominant activities are sugarcane farming and gaming.

The current agricultural products being exported are sugar cane, vegetables, citrus fruit and game. Value adding for sugar cane is undertaken locally as there is mills in existence. There is potential for production of bio-fuel in the area.

Land rated above moderate in terms of agricultural potential is very limited for the whole municipal area. Agricultural potential for Pongola Valley is high due to the availability of water for irrigation purposes. This is evidently seen by existence of commercial farms producing sugar and vegetables in these areas. Agricultural production outside of these areas are limited to stock and game farming.

The land in the north western part of the municipality falls under Ingonyama Trust and is densely populated by traditional communities that are practicing subsistence farming. A small scale sugar production project was established in 1999 after the construction of Bivane Dam.

Map 7: Agricultural Potential



6.6.2. Tourism

The N2 National road corridor passes through uPhongolo municipal area as a national link between Gauteng, Richards Bay and Durban. It also connects with Swaziland just to the north of the municipal area. The area is currently used as a thoroughfare rather than a destination.

Natural beauty, existence of tourism related development, and future tourism development potential within the municipal area are the main attributes. These attributes are putting the municipal area at an excellent position to reap the benefits of an intensive tourism programme.

Some challenges that hinder tourism development in uPhongolo Municipality were identified during municipal integrated development planning processes and these include:

- Lack of appropriate facilities;
- Lack of private investment;
- Inadequate road infrastructure;
- Lack of coordinated tourism development efforts; and
- Poor marketing of facilities and destinations.

In light of these challenges the following recommendations were made regarding promotion of tourism in the area:

- Marketing the area as a tourists destination;
- Creating an authentic cultural experience;
- Creating awareness and capacitating previously disadvantaged communities;
- Coordinating efforts of tourism development; and
- Setting standards for accreditation and grading of tour operators.

Interventional measures to ensure realization of the recommendations above were proposed such as under-mentioned programmes:

- Development and upgrading of game reserves, dams and nature reserves;
- Establishment and marketing of arts and craft centers;

- Development of tourism information support facilities such as brochure, information offices, signage etc;
- Hosting of festivals and events;
- Development of Pongola Poort Bioreserve; and
- Upgrade of roads.

6.6.3 Industrial Development

Manufacturing activity is very low within uPhongolo Municipality. It accounts for approximately 5.9% of the total workforce within uPhongolo Municipality. TSB Sugar Mill is a main agro-processing facility but there are still other opportunities in the region such as traditional medicine, production of venison for export purposes, leather production as well as fruit and vegetable agro-processing.

Mining provides limited employment opportunities. It covers only 2.0% of the total workforce. There is Klipwal Gold Mine that operates at a small scale.

6.6.4. Trade and Commerce

Wholesale and retail trade is defined as resale of new and used untransformed goods to the general public sector accounts for approximately 8.9%.

The commercial sector is well established in uPhongolo CBD but there is no easy access for the majority of the rural population. There is a proposal for the construction of a regional shopping centre that will accommodate national anchor tenants. A number of other commercial markets still exist, but there is lack of business support services which results into limited entry to the market by emerging entrepreneurs. Further opportunities in this regard include:

- Developing the commercial sector in the Rural Services Centre and utilize the supporting infrastructure of these Rural Services Centre such as taxi ranks to tap into the market that they service.
- Commercial enterprises focused on tourism market through sale of locally produced goods, restaurant industry.

6.6.5. Transportation Sector

Transportation sector in uPhongolo municipal area can be categorized into various sub sectors such as road freight transport, public road transport, air transport and rail freight transport. Transport of goods from distributors and wholesalers to a range of rural retailers is gaining momentum as informal sector initiative. Some opportunities exist within the sector including the following:

Rural road maintenance and upgrading of rural roads which will continue to establish better linkages between settlements, rural nodes and municipal centers, thus increasing access to economic opportunities whilst increasing job opportunities.

The proposed petrol filling station and information centre at Belgrade next to the N2 will be an important development for the area. It will provide Belgrade with a higher order and lead to other economic spin-offs in the area. It will also provide an opportunity for informing people passing through the area of the attractions which the area has to offer.

The need to establish a Truck-Stop next to the N2 has been identified by the municipality where applications for funding were done to the relevant departments.

The main commuter transportation mode is taxi services operated by uPhongolo Taxi Association. There are three informal taxi ranks in the area and two formal ranks for local and long distances. There are only three main taxi routes two of which run along N2 National Road between Pongola town and Belgrade settlement. The third route commutes passengers between Pongola town and Ncotshane Township.

6.6.6 Construction Sector

The sector shows limited growth in terms of private investment. Most construction projects are government funded and concentrate on the development of infrastructure, roads, social facilities and RDP standard housing.

6.7 Diagnostic Assessment of Economic Sectors

Analysis of economic sectors will cover comparative and competitive advantages within each of them. The former will be based on location quotient whilst the latter will be evaluated using Porter's Model.

6.7.1 Comparative Advantage of Sectors in uPhongolo

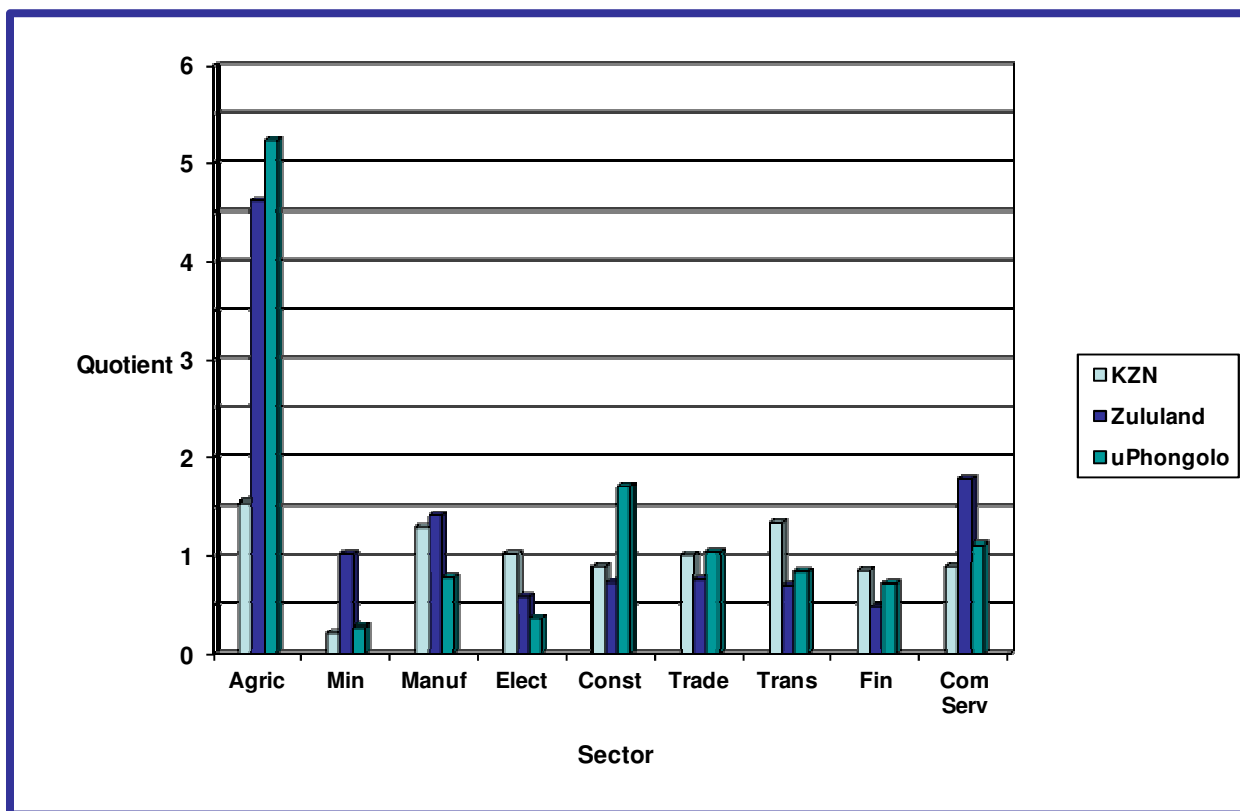
The location quotient is a measure that provides understanding of strengths and development prospects of various economic sectors within a specific locality. It indicates comparative advantage by identifying sectors that do not only meet local demand for its products but also produce enough to export as well as those that have insufficient production capacity to local demand. Location quotient that is greater than 1.0 indicates self-sufficient economy that may export production outputs in that particular sector and this implies that there is comparative advantage. Location quotient of less than 1.0 suggests that the economy tends to import goods and services in that particular sector.

KwaZulu-Natal province has comparative advantage in sectors such as agriculture, manufacturing, electricity, trade and transport. This implies that the provincial economy has capacity to compete only for production of primary and secondary commodities. Tertiary services such as finance related activities have a limited scope.

Economic sectors with comparative advantage in the Zululand district include agriculture, mining and community services.

uPhongolo Municipality seems to have excessive capacity in the agricultural, construction and trade sectors. Location quotients of these sectors are higher than those of the district and the province. Community services sector appears to have some comparative advantage.

Graph 4: Location Quotients for KZN, Zululand and uPhongolo



6.7.2 Competitiveness of Sectors in uPhongolo

The competitiveness of each sector will be evaluated using a model developed by Porter in a book called “The Competitive Advantage of Nations”. The model was also used in compilation of the Zululand LED Framework. It was developed in an attempt to explain why certain industries perform better in certain nations and why the same industries fail to make impact in others. He made a conclusion that nations develop a competitive advantage in certain industries due to the unique interaction between a number of factors or elements. The four key elements of his model are:

- Factor conditions: refers to the regions’ position in factors of production necessary to establish a competitive industry. Distinction can be made between basic production factors such as natural resources, climate and others as well as advanced production factors such as labour force, knowledge, capital resources and others.

- Demand conditions (Markets): importance of the nature of local demand for industry's products or services is considered. This includes the composition of demand, size and growth of demand and others.
- Related and supporting industries: refers to the presence or absence of supplier industries and related industries that are internationally competitive. Importance of clustering is crucial in this regard.
- Structure of firms and rivalry: refers to the way in which companies or businesses are created, organized and managed as well as the nature of domestic rivalry.
- Government: regulatory policies and incentives to businesses is of critical importance.

In the following subsections Porter's Competitiveness Model will be used to analyse sectors in uPhongolo Municipality within broader context.

6.7.2.1 Commercial Sector in uPhongolo

Pongola town represents the only major concentration of business in uPhongolo Municipality. A wide range of services is offered to local and surrounding rural population but a substantial number of businesses offer agricultural products and services.

a. Factor Conditions

i. Established Commercial Centres

uPhongolo Municipality have a number of commercial sectors offering residents with a wide range of services, viz. Pongola-Ncotshane, Belgrade, Node between Pongola-Ncontshane and Belgrade, Magudu, Golela, N2/P72 Intersection (Golela) and N2/P522 (Jozini) Intersection. Pongola-Ncotshane offers the widest range of services that are well established.

ii. Lack of Developed Rural Service Centres

uPhongolo Municipality consumers are mainly dependent on Pongola-Ncotshane for commercial services and there is limited concentration of services beyond it. Rural services centres such as

Belgrade. Magudu, Golela, mid Pongola-Ncotshane/Belgrade, N2/P72 Intersection and N2/P522 Intersection offer limited commercial services.

iii. Road Infrastructure

Pongola town is located on the N2 National Road that links Mpumalanga province and the coast of KwaZulu-Natal. Internal road networks within uPhongolo Municipality are somewhat underdeveloped as most communities access primary roads through gravel roads.

iv. Development Planning Framework

Spatial development framework has been developed to provide location for spatial development of uPhongolo Municipality. Planning framework for Pongola-Ncotshane is available as well as land/space for future extension of commercial activities is available. Planning framework for other rural service centres is still a challenge.

b. Demand Conditions

i. Low Income Leakages

uPhongolo municipal area has a population that is estimated at 149 543 people in terms of ZDM Household Survey. It depicts that there is a reasonable market within the area. The level of income leakages is estimated to be lower since the location of uPhongolo Municipality is far from major provincial and regional towns such as Richards/Empangeni, Durban, Vryheid and Newcastle. Income leakage is expected to be higher in the high income category.

ii. Low Income Levels

Income and employment levels in uPhongolo Municipality are low which impacts directly to opportunities within the sector. The key opportunities that are of relevance to the local market are limited to basic household goods such as food, clothing and furniture.

iii. Regional Markets

The sector serves regional markets falling beyond uPhongolo Municipality. This includes wider market to the east with people as far east as Sodwana and north to Ingwavuma.

iv. Potential Tourism Markets

There is little evidence of commercial sector catering specifically for the tourism market in uPhongolo Municipality. Low levels of tourism development in the area might be the causal factor in this regard. The need for appropriate tourism development and marketing strategies cannot be over-emphasised. This will open a range of opportunities for local entrepreneurs such as travel related services, curio shops, specialty food stores, entertainment and others.

c. Related and Supporting Services

i. Business Associations

There are local organized business associations in uPhongolo Municipality but their role is currently limited to disseminating information to their affiliates. Proactive engagement with the municipality, government departments and institutions as well other support agencies is crucial. Services of these structures have to be extended to include comprehensive business support packages.

ii. Business Support Services

Business support services are mainly provides in Vryheid where most district government department and agencies are situated.

iii. Access to Finance

Access to finance is a major constraining factor in commercial development.

d. Firm Structure and Strategy

i. Small Locally Owned Formal Businesses

There are small formal businesses owned locally especially in the Pongola town. This is a depiction of substantial local capacity in the commercial sector that can potentially serve as a basis for future extension of the sector.

ii. Existence of Informal Sector

Informal economic activities are increasing in uPhongolo especially in Pongola town. This provides the basis for future development of the commercial sector. It is thus crucial to develop better understanding of informal sector in terms of its linkages and opportunities.

iii. Presence of National Chain Stores

Some chain stores are in existence especially within Pongola town. They are mainly trading on basic households goods. These stores provide essential goods and services to local resident but their impact to locally owned businesses needs further exploration. The impact in this regard can be potentially positive in that it can create further opportunities for local entrepreneurs linking to these stores, or negative, in that it is difficult for local business to compete with established retail and wholesale chains.

e. Government

i. Limited Involvement

General government has limited involvement in the development of the commercial sector. The municipality can and should in future fulfill a key role in establishing an environment conducive to economic development.

ii. Support for SMME Establishment

Government policies support Small, Medium and Micro Enterprises in all sectors of the economy. The support provided includes business development and funding support through various programmes.

iii. Guidelines for Informal Sector Development

uPhongolo Municipality is working on guidelines for supporting and developing the informal sector. This sector contributes significantly to the local economy thus there is a need to establish appropriate guidelines.

iv. Lack of Appropriate Planning Framework

Planning framework for commercial sector development in rural service centres have to be established by uPhongolo Municipality.

6.7.2.2 Manufacturing Sector in uPhongolo

a. Factor Conditions

i. Availability of Land for Industrial Development

Land availability to undertake economic activities within the sector is not a major challenge.

ii. Cost of Services

uPhongolo Municipality has to formulate an incentive package to potential investors since the cost of service for local municipalities within Zululand District are at same levels.

iii. Limited Comparative Advantage

Comparative advantage for manufacturing sector in uPhongolo Municipality is limited as indicated above.

iv. Availability of Raw Material

The local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. This poses a challenge in terms of diversification since raw material that is available within the municipal area is limited to specific products. In most instances raw material is transported to other centres outside the municipality. Venison processing is the only activity of note.

v. Unskilled Workforce

Manufacturing only accounts for about 6% of the total workforce for all sectors combined. This is an indication that there are limited skilled people in relation to manufacturing expertise.

vi. Location

The locality of uPhongolo Municipality is remote from major provincial centres that have high market concentration. Transportation costs for produced goods will negatively impact on profitability thus discouraging potential investors.

b. Demand Factors

i. Local Market for Manufactured Goods

There is a demand for basic manufactured products such as clothing and textile, footwear, furniture, food, beverages and building material. Local manufactures will have competitive edge in comparison to external producers since they will incur minimal expenditure on transportation expenses. Quality control has to be taken into consideration since this might be a determining factor for demand of goods.

ii. Access to Regional Markets

Regional market potential for manufactured goods has to be explored further since there is lack of beneficiation strategies in uPhongolo Municipality.

c. Related and Supporting Services

i. Lack of Business Support

As mentioned above, business support institutions are lacking in the municipal area especially the non-financial support such as business development and support. These services are mainly accessible in Vryheid.

ii. Access to Finance

Local people do not generally understand a range of programmes available to support manufacturing initiatives although various funding sources for establishment of businesses within this sector.

iii. Lack of Supporting Industries

Manufacturing activities are undertaken at a small-scale hence the unavailability of conglomerate economic linkages. Production of goods at this magnitude tends to be uncoordinated and sparsely scattered.

d. Firm Structure and Strategy

i. Small Manufacturing Concerns

As per above mention that most manufacturing concerns operate at small-scale. These small concerns have limited upstream and downstream linkages and therefore contribute insignificantly to local economic growth. Establishment of large concerns or expansion of small ones will have a positive effect to the growth of uPhongolo municipal economy.

ii. Lack of Industrial Clustering

The District LED Framework identified lack of industrial clusters as one of the challenges that negatively impact on the structure of firms in local municipalities. It is proposed that continued effort shall be made to identify possible clusters to be nurtured and developed.

e. Government Support

i. Manufacturing Support Programmes

The Department of Trade and Industry provides comprehensive support to entrant and existing manufacturing establishment. Department of Economic Development and Tourism also provides non-financial and financial support to ventures within manufacturing sector through various public entities.

ii Black Economic Empowerment

Black economic empowerment and SMME establishment is supported and promoted through various government department and institutions. The main intention is to ensure that a range of institutional and financial resources are available to support new business establishments and entrepreneurial development.

6.7.2.3 Transportation Sector

a. Factor Conditions

i. Primary Infrastructure Network

N2 National Road puts uPhongolo Municipal area at an advantage since it links it to major provincial economic centres. The state of roads in the primary node of the municipal area is reasonably good and thus requires minimal maintenance. The condition of roads in the outlying areas leaves much to be desired. There is a need for upgrading and maintenance of existing arterial roads.

ii. Lack of Truck Facilities

Large volume of trucks passes through the area on a daily basis. Most occasionally, they park overnight. This presents an opportunity for the municipality to develop appropriate facilities that will improve its revenue base.

b. Demand Conditions

i. Public Transport Market

Mini-bus taxis are the main mode of transport that transports commuters from outlying areas to uPhongolo CBD and other provincial regional centres. The growth in the transport industry is not envisaged.

ii. Bulk Freight Market

Growth in the bulk freight market is dependent upon the growth of other economic sectors. Improvement in locally produced goods will necessitate further demand for bulk transportation service.

iii. Tourism Transport Market

The extent of growth in tourism can create further opportunities in the transportation sector. These may relate to:

- Bus transportation for tour groups;
- Mini-bus taxi tours for daily excursions;
- Specialised game viewing vehicles; and
- General motor-vehicle rentals.

c. Supporting Industries

Growth in the transportation sector is mainly dependent in growth of other sectors such as agriculture, manufacturing and mining.

d. Firm Structure and Strategy

Bulk Freight Industry

Transportation of sugarcane is the main activity that relates to bulk freight industry in uPhongolo area. Expansion in this industry has to build upon these existing opportunities.

Informal Transportation Industry

Mini-bus taxis and pick-up vans have a role in the movement of goods. Innovative approaches to support and strengthen these activities have to be devised.

Local Economic Development

The strategy for future economic development is to ensure economic development and to involve various government departments, private sectors, communities and individuals. Performance is based on Community uplifting and various projects are currently in process.

The LED Strategic Plan

The LED Strategic Plan has been established and aligned with the Provincial Growth and Development Strategy (PGDS) and Provincial Spatial Economic Development Strategy (PSEDS) and other relevant legislations. In line with LED establishment, a study tour was arranged by the Municipality and attended by relevant stakeholders to learn on other Municipality's scenarios, case studies and success factors. Hibiscus coast was visited during this exercise.

A study was conducted by Urban Econ to compile information on formal and informal business activities of various operators, number of businesses in existence, infrastructure requirement, challenges faced by businesses in relation to accessing services from the municipality and extent of economic activities within each economic sector. Database of formal and informal businesses was also developed.

LED INSTITUTIONAL ARRANGEMENT

The LED Section has formulated Local Economic Development Forum with proper terms of reference as a guiding tool on its activities and participants which assisted the municipality to guide the steering committee in the establishment of the LED Strategy. The LED Forum sit quarterly and is made up of different stakeholders including Government Departments, funding agencies, community based Organisations and the local business forum representatives to ensure that they participate in shaping the economy of uPhongolo.

Stakeholders who has made this Municipal chaired forum a success are Dept. Economic development and Tourism, Dept. COGTA, Dept. agriculture, Dept. Social Development, Trade and Investment KZN, Ithala Development bank, National empowerment fund, ZUNCO Foods, NYDA, SEDA to name but few.

Below are some of the projects identified by this forum to create jobs and push economic growth:

1. Pongola Multi art centre
2. Hydroponics green houses project
3. Tannery project
4. Revitalisation of neighbourhood centres
5. and facilities for economic growth
6. Fresh produce
7. Town beautification for investments
8. Waste disposal project and more.

The attached LED Strategy gives the full lists of projects to assist boost the local economy.

APPLICATIONS FOR PROJECTS FUNDING

UPhongolo Municipality has identified projects for funding application to different institutions including corridor development programme by the Department of COGTA. The following projects business plans were prepared and submitted:

- Upgrading of flea market and activities arena
- Pongola tomato and vegetables canning factory
- Godlwayo cultural village

- KwaGumbi communal gardens
- Truck stop development
- uPhongolo Tourism information hub

Upgrading of flea market and activities arena was approved for funding by Department of COGTA with an amount of R3 600 000 with the aim of creating job opportunities and creating a conducive environment for informal traders who have been neglected for years.

The Municipality has also approved Hydroponics project at KwaGumbi by injecting R100 000 for feasibility study which is a joint project with Trade and investment KZN.

Budget for feasibility studies remains a challenge to our Municipalities making it difficult to attract attention of investors, Departments and Funding agencies. Different stakeholders have been engaged to assist in this matter where the LED Agency can also be a solution in this situation.

WARDS ECONOMIC UPLIFTMENT PROJECTS

UPhongolo funded Wards Economic Upliftment projects to the value of R332618.77. The value of ward allocation is an estimated amount of R 30 238.07 per Ward.

The Wards Economic Upliftment Projects Programme seeks to identify and create self-employment opportunities for the unemployed community members who reside within the jurisdiction of uPhongolo Municipality. These projects are now coupled with relevant trainings to ensure sustainability and meet the ten PEDS key priorities. This is also an indirect strategy to fight against crime and HIV/AIDS epidemic in the local communities.

ZDM also forms part of the LED Process amount to 50 000 for implementation of projects in this Municipality. The limitations towards this processes is sound cash funding.

FOOD SECURITY PROGRAMME

This is a joint collaboration between KZN Department of Agriculture, Government of Flanders and the Municipality with the objective of improving the livelihoods of poor households by creating sustainable access to nutritious food for all households' members.

The Community Project Planning Committee formed by representatives from relevant departments, i.e. Health, Agriculture, Social Development, Education and NGO's has held a number of meetings co-coordinated by uPhongolo Municipality. The Department of Agriculture has appointed Siyazisiza Trust to implement the programme through the provision with all the requirements in the projects identified for this programme. i.e. training, garden fence, tools & imputes, irrigation system, etc. The challenge in the most community garden projects remains with water sources and infrastructure.

Market is also a challenge where the Municipality has already partnered with different departments to overcome this situation e.g. engaging the schools nutrition programme service providers, the food bank initiative and local supermarkets to buy locally.

These are some of the organizations benefited from this project (to list but few):

- Lethithemba Veg. Garden and Poultry
- Sivuseleleni Garden
- Sicelukukhanya Veg. Garden
- Sukamuva Poultry
- Qiniselani
- Siyazondla
- Buzamadoda

Municipality together with the stakeholders have identified some projects to create a sustainable market for the local farmers, some of the projects are:

- Fresh produce
- Food processing/canning factory

ENTREPRENEURAL WORKSHOPS AND TRAININGS TO UPLIFT THE ENTREPRENEURS:

- Bankseta micro financing training
- Banks in action workshop for learners

- Entrepreneurship workshop with DEDT
- Caterers workshop
- Ward upliftment beneficiaries for sustainability
- Agricultural workshop for co-operatives and smmes
- Smme soft and practical training with DEDT including
 - Electricity,
 - Business management,
 - Bricklaying and
 - Computer literacy.
- On the money workshop with old mutual
- Tax compliance and company deregistration workshop with DEDT and SARS
- Business breakfast
- Information sharing on flea market and co-op registration (Dwaarsland and Incotshane)

Community participation and site visits

The LED office is engaged in ensuring that community knows how the Local economic development department functions.

The LED Office links the community organizations and the relevant sister departments responsible for either capacity building or funding of the related sector.

Business advice and problems solving

The LED office has handled different entrepreneurial questions and challenges which has led to formalization of the informal sector, SARS Compliance, business planning, Database, CIPC registration and related matters.

SMMES IN UPHONGOLO

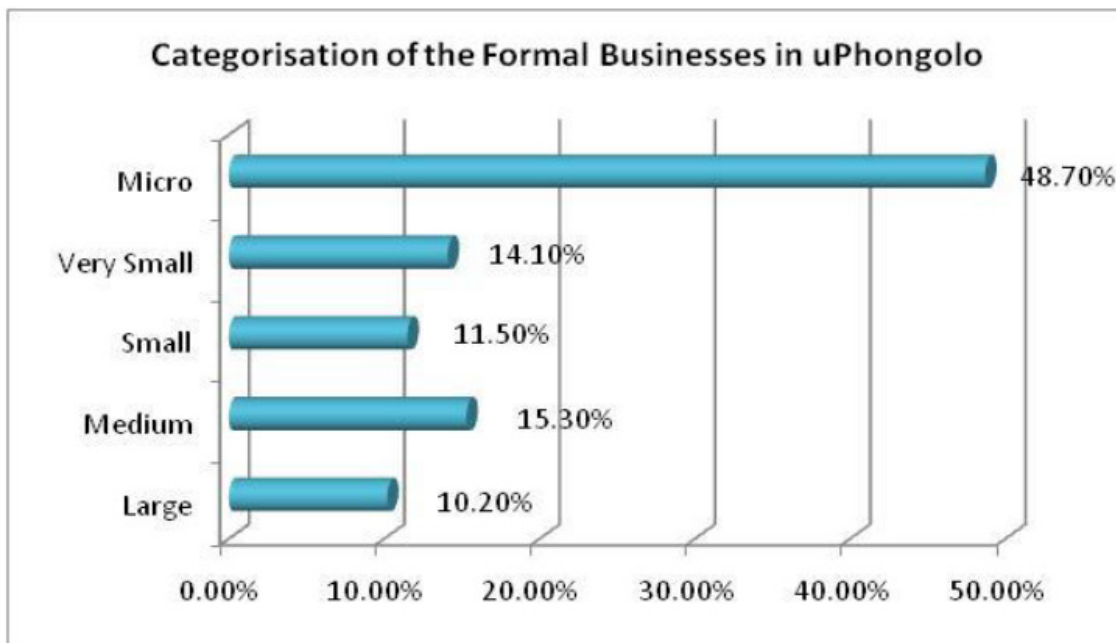
78 formal businesses in uPhongolo Municipality in April 2011. The SMME sector in uPhongolo includes wholesalers and retail trade as well. Its contribution to GDP is about 10.2%, 16.6% to the formal employments and 34.1% to the informal employments of the municipality. Majority of businesses are concentrated in the town of uPhongolo as a result of the strategic location of town

alongside N2 road. This makes the town an important commercial and service centre for other surrounding areas.

CATEGORISATION OF BUSINESSES

Formal businesses in uPhongolo Municipality are categorised in terms of their size as well as their trading sectors. In terms of the size, businesses are categorised into large, medium, small, very small and micro enterprises. However, from this categorisation, 48.7% of businesses in the municipality are in the category of micro enterprises as per the following figure.

Graph 5: Categorisation of the Formal Businesses in uPhongolo

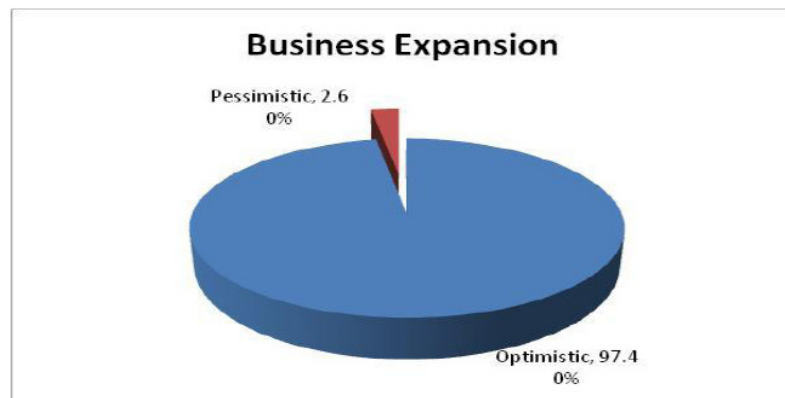


Source: Urban-Econ Surveys (2011)

POSSIBILITY FOR BUSINESS EXPANSION

With regards to business expansion, the following graph indicates that 97.4% of formal businesses in uPhongolo are optimistic to expand and employ more people from local.

Graph 6: Business Expansion



Source: Urban-Econ Surveys (2011)

STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS ANALYSIS

Table 35: SWOT Analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> Existence of SMME Institutional structure and various financial and non-financial stakeholders. Good environment conducive to business development, specifically in agriculture and wholesale trade and other related business sectors including micro enterprises. The Municipality is largely accessible with good road infrastructure with the N2 one of the South Africa"s busiest arterial runs through uPhongolo. 	<ul style="list-style-type: none"> SMME is a labour intensive sector; therefore there are opportunities for more jobs to be created. There is an opportunity to build and improve linkages between province, district and uPhongolo in terms of business support and development. To take advantage of the N2 road for business development in the uPhongolo, since it traverses the length of the uPhongolo and offers an opportunity as a development corridor of national significance.
WEAKNESSES	THREATS
<ul style="list-style-type: none"> Financing of feasibility studies for projects is a challenge. Very little co-operation among business stakeholders and institutions in the Municipality for the development, management and marketing of the sector. Business support centres to 	<ul style="list-style-type: none"> Lack of skills and poor education levels growing demand and costs of services e.g. electricity Limited business support structures in place

<p>encourage formal businesses in various fields such as access to information and advice; access to marketing and procurement; access to finance and to appropriate technology training in entrepreneurship, skills and management.</p> <ul style="list-style-type: none"> ▪ Lack of finance and difficult access to funding for business ▪ High level of competition especially with the Chinese shops ▪ Limited business premises for trading 	<ul style="list-style-type: none"> ▪ Other social issues: The HIV/AIDS rate in the uPhongolo as per other Municipalities is high. The impact of the epidemic on the business sector, as with other sectors, is that it will result in the early deaths of skilled, semi-skilled and unskilled workers, resulting in increased operating and training costs as well as reduced productivity.
---	--

LED PROJECTS ESTIMATED BUDGET 2012/13 IDP

Table 36: LED Projects estimated Budget 2012/2013 IDP

PROJECT	RESPONSIBILITY	STATUS	POSSIBLE FUNDER/ FUNDER	AMOUNT	YEAR	Locality
uPhongolo Municipality LED Project - Ward Upliftment	uPLM	FUNDED	uPM	R 532,000	2012/13	All ward (make arrows pointing all wards)
Pongola Fruit & Vegetable Canning Factory	uPLM	UNFUNDED	DEDT/COGT A	R 10 000 000	2012/13	Town
Establishment of LED Strategic Plan	uPLM	COMPLETED	UPLM & DEDT	R 100,000	2012/13	Document
Review of uPhongolo Tourism Strategy	uPLM	UNFUNDED	uPLM	R300,000	2012/13	Document
LED Forum	uPLM	FUNDED	uPLM	R3000	2012/13	Activity
SMME FAIR	uPLM	UNFUNDED	uPLM	R300 000	2012/13	Town
Belgrade Filling Station Development	uPLM	UNFUNDED	PRIVATE	R2000 000	2012/13	Belgrade
Candover Economic Hub & Market Stalls	uPLM	FUNDED	COGTA	R800 000	2012/13	Candover junction
Empowerment for Food Security Programme	uPLM	FUNDED (Contract expired with the funder)	DAEA	R848,737.	2012/13	All wards (point in all wards)
SMME Development	uPLM	UNFUNDED	uPLM	R140 000	2012/13	Activity
Local Business Support Centre Plan	uPLM	UNFUNDED	DEDT	R10 6 416 - Applied for	2012/13	Document
Investment & Marketing Plan	uPLM	UNFUNDED	DEDT	R182 250 - Applied for	2012/13	Document

Truck Stop Development	uPLM	UNFUNDED	COGTA/DED T/DOT	10 M - Applied for	2012/13	In town
Godlwayo Cultural village	uPLM	UNFUNDED	COGTA	5 M - Applied for	2012/13	Godlwayo
KwaGumbi Hydroponics Green House/ agri-processing hub FEASIBILITY	uPLM	FUNDED	uPM &TIKZN	R100 000	2012/13	Candover
KwaGumbi Hydroponics Green House IMPLEMENTATION	Uplm/TIKZN	UNFUNDED	uPM &TIKZN	R25 00 000	2012/13	Candover
uPhongolo Fleamarket opposite Junk Shop	UPLM/COGTA	FUNDED	COGTA	R 3 600 000	2012/13	Town
Pongola Multi art centre	UPLM	UNFUNDED	COGTA/DED T/TIKZN/DAC/DBSA	R20 000 000	2012/13	Town
Revitalisation of neighbourhood centres and facilities for economic growth (NCOTSHANE)	UPLM	UNFUNDED	DEDT/COGT A/DOSR/NG DFUND	R8 000 000	2012/13	Ncotshane site A204
Fresh produce	UPLM	UNFUNDED	DEDT/COGT A/DAERD	R2 000 000	2012/13	Town
Town beautification for investments	UPLM	UNFUNDED	DEDT/COGT A	R1 5 00 000	2012/13	Town (N2 and in township)
Tannery project	UPLM	UNFUNDED	DEDT/COGT A/DEARD	R1 000 000	2012/13	TBC
Waste disposal project and more	UPLM	UNFUNDED	DEDT/COGT A/PUBLIC WORKS	R1 000 000	2012/13	All wards
KwaGumbi communal gardens	UPLM	UNFUNDED	DEDT/COGT A/DEARD	R 500 000	2012/13	KwaGumbi (candover)
Peanuts project in Dwaardsland	UPLM	UNFUNDED	DEDT/COGT A/DEARD	R1 000 000	2012/13	Dwaardsland (ward 1)
Essential Oils project	UPLM	UNFUNDED	DEDT/.COGTA/DAERD	R1000 000	2012/13	Inkosi Ntshangase (emkhwakhweni)
Ncotshane food security - potatos (previously known as Isolentuthuko)	UPLM	UNFUNDED	DAERD/DED T/COGTA	R1000 000	2012/13	Ncotshane
Golela Corridor Development/	uPLM	UNFUNDED	COGTA	Applied for	2012/13	Golela

cultural hub						
uPhongolo Tourism Office Development	uPLM	UNFUNDED	ZDM	R 200,000	2012/13	Town
Tourism Budget (events and promotions)	uPLM	FUNDED	UPM	R 200,000	2012/13	Activity
Pongola Dam Nature Reserve - Infrastructure and Community Conservation Area	EKZN	UNFUNDED	DEAT	R 18,000,000	2012/13	Pongola dam
"Branding" included in the Marketing Plan for the Pongolapoort Dam	IMUF	UNFUNDED	Lebombo SDI Committee	R1,100,000	2012/13	Pongola dam
Golela Border Post - General Upgrading	DoW	FUNDED	DoW	R 13,000,000	2012/13	Golela
Candover Market Stalls - DFA Application	uPM	FUNDED	COGTA	R 800,000	2012/13	Candover
Gumbi Settlement upgrade	uPM		LG	R 500,000	2012/13	Gumbi Candover
Pongolapoort Project Facilitation	uPM	FUNDED	LGTA IMUF	R277,000 25%	Appointed and extension of contract	Pongola dam
Lebombo Corridor Development projects: Nodes - Nkonkoni and Golela: Planning Implementation	uPM	FUNDED	COGTA	R2,500,000	2012/13	Golela Nkonkoni
uPhongolo Tourism Office Development	uPM	UNFUNDED	Grant	R 500,000	2012/13	Town
Development of uPhongolo Tourism Brochure	uPM	FUNDED	uPM	R20,000	2012/13	Document
Upgrading of Tourism Web-site	uPM	UNFUNDED	uPM	R 50,000	2012/13	Activity

7 ENVIRONMENTAL ANALYSIS

7.1 Environmental Principles

The guiding principle for development in the ZDM is that it should be conducted in a sustainable manner. It is important to consider what the concept of sustainable development means for the ZDM and how this concept should be taken forward. The definition of sustainable development which has become the best known and most widely used is that of the Bruntland Report which defines sustainable development as:

‘Development which meets the needs of the present without compromising the ability of future generations to meet their own needs’ (World Commission on Environment and Development, 1987).

Hence, the following principles apply:

- Development must not degrade biophysical, built, social, economic resources or the system of governance on which it is based;
- Current actions should not cause irreversible damage to natural and other resources, as this may preclude future development options;
- In cases where there is uncertainty of the impacts of an activity on the environment, caution should be exercised in favour of the environment;
- The cost of pollution should be paid by the party causing the pollution;
- The needs of land use, environment and economic planning need to be integrated;
- A development framework and paradigm which promotes resource generation rather than resource degradation must be created;
- Immediate and long term actions need to be identified and planned for, to address urgent needs while still progressing towards longer term sustainable solutions;
- Resources must be utilized more effectively through each sector applying its resources to support other sectors rather than acting in an uncoordinated or competitive manner.

7.2 Environmental Analysis

The uPhongolo municipal area is well endowed with **natural water resources**, making it ironic that the most urgent human developmental need is the provision of potable water. The area has the following notable natural water sources:

- the Pongola River,
- the Mkhuze Rivers

These rivers are fed by many smaller rivers, streams and springs and it is from these that the rural communities obtain their water in a purified or unpurified form. There are two main catchments in the area namely:

- the Pongola,
- the Mkhuze.

There are also two large dams in the municipal area that can be utilised for both water provision and tourism namely:

- Pongola Poort dam
- Bivane Dam.

A number of efforts have been made to identify and conserve the areas of environmental value and sensitivity. The most important of these are indicated in the following table:

TABLE 37: Conservation Areas

Name	Location	Extent (ha)
Ithala Game Reserve	North of Louwsburg	26 382
Pongola Poort Biosphere Reserve	Pongola Poort Dam	36 000
Somkhanda Private Game Reserve	Candover	17 000

As part of conservation and preservation of the natural environment, the District has identified environmental linkages throughout the whole District. These linkages relate mainly to the river systems. Efforts have been made to join conservation areas within Zululand with those in adjoining areas. The greatest opportunity involves the Bivane dam, Ithala Game Reserve and the Pongolapoort Biosphere Reserve.

7.3 Environmental Key Issues

In June 2012, the Zululand District Municipality completed their Integrated Environmental Programme 2012. As part of the process, the Important Environmental Issues and the proposed Projects have been identified. See table below:

Table 38: The table below represents the Important Environmental Issues and the proposed Project

Environmental Issue	Strategy	Project	Relevant Authority	Priority
<i>Freshwater Resources</i>	By proper management of the river catchments and appropriate treatment of sewerage.	<ul style="list-style-type: none"> Improve management of catchments to reduce potable water losses 	DWA	HIGH
<i>Management and conservation of natural resources</i>	Integrated environmental management/sustainable livelihood development programme for entire municipality	<ul style="list-style-type: none"> Soil erosion rehabilitation projects 	DAE, ZDM	HIGH
<i>Biodiversity</i>	Encourage sustainable natural resources to control muthi collectors	<ul style="list-style-type: none"> Support endangered species projects Develop a district biodiversity plan & mainstream ecosystems goods and services approaches to development planning 	EKZNW	HIGH
<i>Wetlands</i>	Establishing effective water quality monitoring programme, as well as the gathering and storage of all information available	<ul style="list-style-type: none"> Wetland rehabilitation projects Eradicate alien invasive species 	EKZNW DAE	HIGH

	regarding water quality.	and encroachment upon wetlands (such as urbanisation and mining operations) should stopped		
<i>Environmental Awareness</i>	Facilitate opportunities to further environmental awareness amongst politicians and officials. Encourage community awareness programs.	<ul style="list-style-type: none"> ▪ Improve access to environmental education to all sectors of society ▪ Conduct workshops 	ZDM DAE	HIGH
Environmental Issue	Strategy	Project	Relevant Authority	Priority
<i>Alien invasive Species, Endemic and Threatened Species</i>	<p>Knowledge of alien invasive species and acknowledgement of the negative effects that these plants have on the environment.</p> <p>Eradication programs</p>	<ul style="list-style-type: none"> ▪ Monthly monitoring and eradication of Alien invasive species ▪ Fire Fighters (Fight fires and clear alien invasive plants) 	EKZNW DAE	HIGH

<i>Waste Generation, Disposal and Management</i>	Properly sited and managed dumpsites and recycle bins. Implement a waste management system, which contributes to sustainable development and a measurable improvement in the quality of life.	<ul style="list-style-type: none"> ▪ Every bit of rubbish avoided means less of it in the landfill sites as well as less air, soil and water pollution, and less usage of natural resources. ▪ Recycle waste ▪ Improve operations of wastewater works ▪ Provide refuse collection services ▪ Waste material to be removed from site and disposed of in a municipal landfill site ▪ Rubbish bins with plastic linings should be placed at each site of construction and emptied on a regular basis 	ZDM	HIGH
--	---	---	-----	------

The ZDM has initiated a process to establish an Invasive Alien Species Task Team. The objective of the task team is to derive a coordinated strategy for the control and management of Invasive Alien Species in the Municipal area. This task team would then contribute to:

- A coordinated effort for control and management of invasive alien species within the ZDM
- Alignment of priorities
- Sharing of best practices
- Monitoring the extent of Invasive Alien Species
- The following roles and responsibilities have been noted for the task team:
- Coordination of an integrated approach to invasive alien species control within the Zululand District Municipal area.
- Collation of GIS data related to the extent of invasive alien species and progress made.
- Promotion of relationships between various role players.
- Promotion of awareness and education of invasive alien species.

The Task Team consists of the following key role players

- Zululand District Municipality
- Department of Agriculture and Environmental Affairs: Invasive Alien Species Programme
- Department of Water Affairs and Forestry: Working for Water
- National Department of Agriculture
- Ezemvelo KZN Wildlife
- Department of Environmental Affairs and Tourism
- Local Municipalities
- The following interested parties have also been noted
- Department of Transport
- National Roads agency
- Eskom
- Telkom
- Spoornet
- Mondi
- Sappi
- Game Ranch Association
- Amafa
- Department of Traditional and Local Government Affairs
- Farmers Associations

7.4 Priority Actions

Vegetation and Terrestrial Ecosystems

There will be a balance between the need for development and environmental needs.

Freshwater Resources

There will be pollution free water for all. There will be clean water systems, achieved by proper management of the river catchments and appropriate treatment of sewerage.

Wetlands and Watercourses

No developments will be permitted in or on flood plains, watercourses or wetlands.

Endemic and Threatened Species

Harvesting of indigenous species for firewood and muthi will be monitored and controlled, and will be sustainable.

Waste Generation, Disposal and Management

To cater for waste disposal, both domestic and industrial, there will be properly sited and managed dumpsites and recycle bins. Implement a waste management system, which contributes to sustainable development and a measurable improvement in the quality of life.

Formal Sanitation Facilities

Efforts shall be made to provide all residents of Zululand will be provided with formal sanitation facilities (whether as VIP Latrines, or as water borne sewage, or any of the new low water use designs on the market) by 2010.

Water Use and Conservation

There will be region-wide acknowledgement of the scarcity of water in South Africa, and respect for this valuable resource from all, demonstrated through individual protection and conservation of the water resource.

Invasive Species

There will be region-wide knowledge of alien invasive species and acknowledgement of the negative effects that these plants have on the environment. Compliance with the Conservation of Agricultural Resources Act, No. 43 of 1983.

Sustainable Grazing and Cropping (Farming) and Aforestation

There will be region-wide knowledge and implementation of sustainable agricultural practices, to include cropping practices, plantation / exotic forest management, grazing methods, stocking density, burning regimes etc.

Climate Change and Biodiversity

Industries will be located in the best possible areas for particular emissions, and the emissions will be strictly curtailed and monitored according to the accepted protocols.

Tourism

There should be sustainable 'exploitation' / use of the high tourism potential of the region.

Mining and Sand Winning

Erosion - Reduce, remedy and ultimately prevent soil erosion in the region.

Housing

Housing, especially low cost and informal housing will be appropriately located in all instances, and residents will not be permitted to occupy areas which are environmentally or socially unsuitable or unsustainable.

Health and Social Welfare

A concerted and honest effort will be made to tackle the problems of HIV / Aids and other communicable disease prevention.

Planning

Planning will adopt a holistic approach and include adequate planning for people with disabilities and environmental constraints. Inappropriately located developments will not be permitted. Fertile agricultural land will be set aside for farming purposes only, and will not be lost due to development pressure.

General - Governance

Promote co-operative Governance and capacity building

Environmental Indicators

Legend

Sensitive_sites

TYPE

- HABITATS OF THREATENED SPECIES
- KEY VEGETATION COMMUNITY
- MAJOR GEOMORPHOLOGICAL SITE
- SITE OF GEOLOGICAL INTEREST
- THREATENED SPECIES

Other Features:

- Protected Areas
- Pongola Rivers
- Dams
- NO
- Wetlands
- KZNNGO
- Game Ranch
- wards
- Settlements
- municipal boundary

9 INFRASTRUCTURE ANALYSIS

Large disparities are apparent in terms of the nature and structure of the built environment with the most significant disparity between the level of services and development in the rural and urban areas of the Municipality. The towns of Pongola and Ncotshane have comparatively good levels of infrastructure and services.

With regard to service provision, the following should be noted:

- The Municipality has an indigent policy in place.
- Free Basic Services in respect of water is provided to all by the ZDM, i.e. 6KL free per household per month.
- The urban areas of Pongola and Ncotshane cannot develop and grow due to the fact that both the water and sewer works are running at capacity for the past 4 years and the ZDM cannot guarantee the availability of services to potential developers. This is a critical issue in the development of the economic node of the municipality.

A primary function of the municipality is to ensure that all residents have access to adequate levels of services. Even in cases where the municipality does not have a direct responsibility for a specific service, e.g. water, sanitation and electricity, it should still fulfill a role in facilitating access to such services.

8.1 Water and Sanitation

Table 39 and 40 considers respectively the levels of access to potable water and the level of access to sanitation within uPhongolo Municipality.

ZDM states in the IDP that the Zululand District Water Services Plan clearly indicates where and when water infrastructure will be provided in the District. The two main funding sources for this function are:

- 1) The Department of Water Affairs and Forestry (specifically for water and sanitation infrastructure) and
- 2) The Municipal Infrastructure Grant (MIG). ZDM will be utilizing these grants over the next 5 years as water services provider in the District. There are 10 regional water schemes that have been developed to roll-out water supply to the whole district.

Notable for uPhongolo is the Simdlangentsha East and West and Candover Schemes.

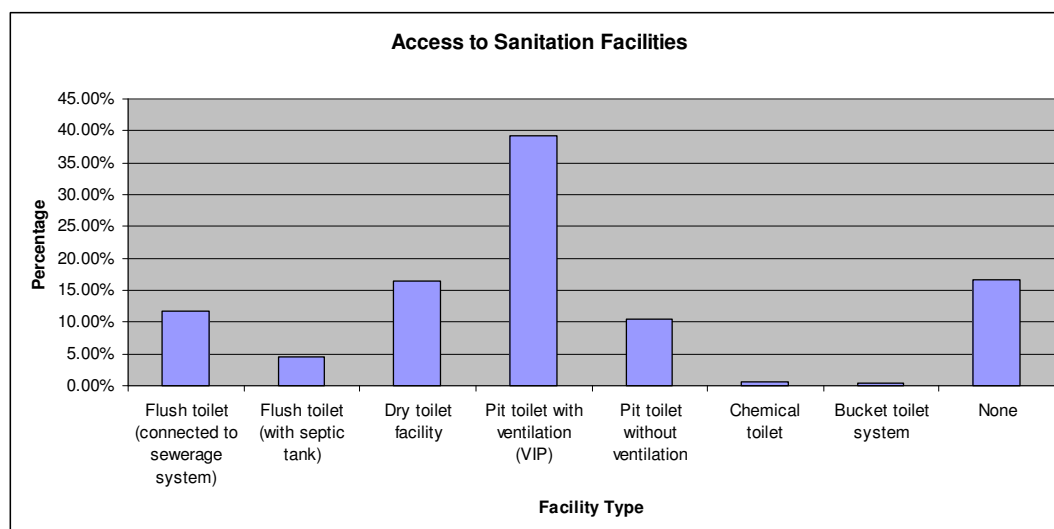
TABLE 39: Access to Potable Water in the uPhongolo (2007)

Type of Water Source	Population	Percentage
Piped water inside the dwelling	4435	17.23%
Piped water inside the yard	8720	33.87%
Piped water from access point outside the yard	2100	8.16%
Borehole	823	3.20%
Spring	343	1.33%
Dam/pool	1933	7.51%
River/stream	6179	24.00%
Water vendor	479	1.86%
Rain water tank	199	0.77%
Other	531	2.06%
Total	25742	100.00%

According to the 2001 Census information 60% of households in the municipal area had access to some form of potable water where the 2007 Community Survey indicates that 62.5% had access to some form of potable water. A total of 51% have water on site while 24% still need to fetch water from a river or stream.

TABLE 40: Access to Sanitation Facilities in the uPhongolo (2007)

Sanitation Facilities	Households	Percentage
Flush toilet (connected to sewerage system)	3022	11.74%
Flush toilet (with septic tank)	1174	4.56%
Dry toilet facility	4234	16.45%
Pit toilet with ventilation (VIP)	10087	39.19%
Pit toilet without ventilation	2679	10.41%
Chemical toilet	152	0.59%
Bucket toilet system	87	0.34%
None	4305	16.72%
Total	25740	100.00%

Graph 7: Access to Sanitation Facilities

It needs to be noted that the bucket system has been eradicated and is nowhere in the municipality in use. The backlog for households without sanitation facilities is at present at 17%.

Water provision is a key development issue in the Zululand District Municipality. The Zululand District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its area of jurisdiction. A Water Services Plan has been developed and is reviewed on an annual basis. The RDP standard for water supply (and the ultimate goal for water provision) is 25l/person/day within 200m walking distance. However, a rudimentary water supply process is currently underway to expedite the supply of water to all by ensuring that every settlement has access to a minimum of 5 l/person/day within 800 m of the home.

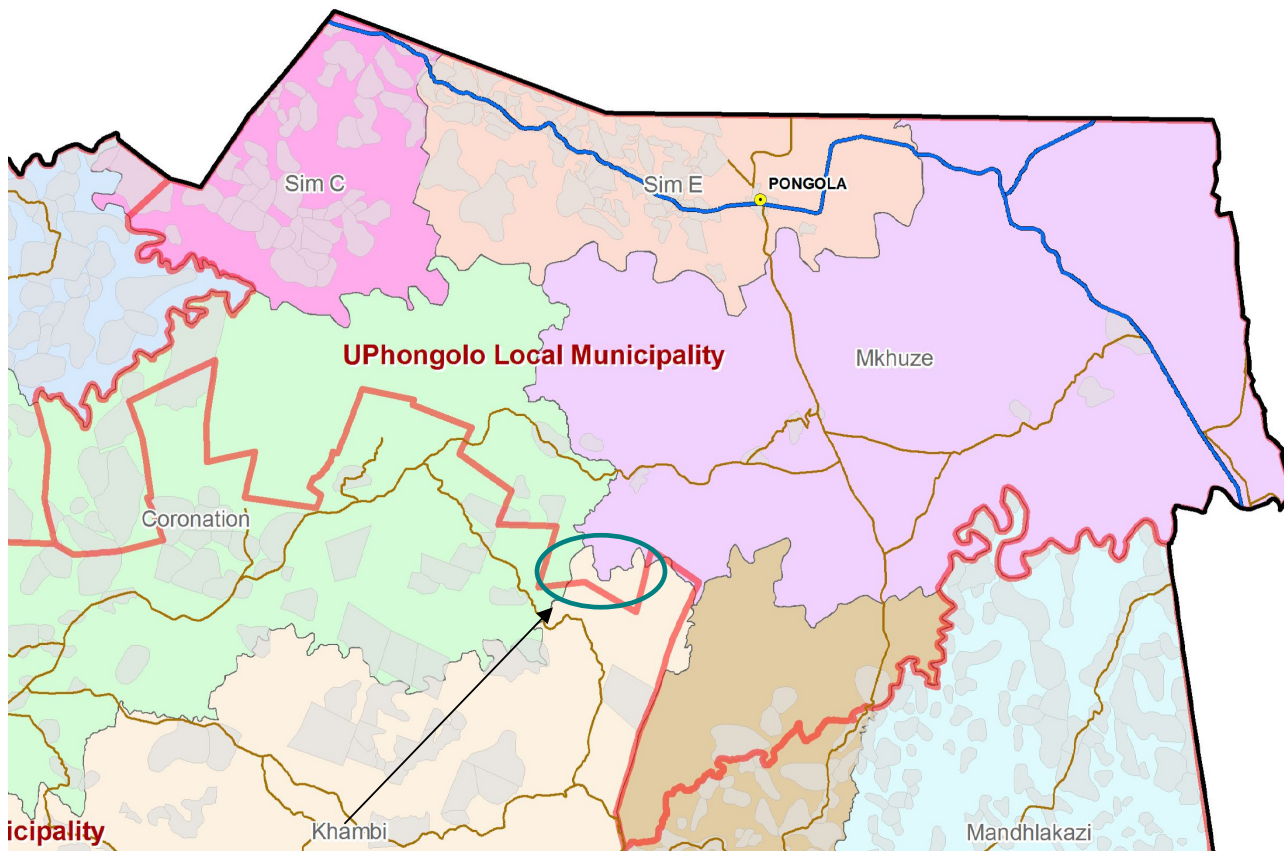
Zululand District Municipality has adopted a Free Basic Water Services policy as follows:

- All households will receive six kilolitres of potable water free of charge for domestic use.
- Industrial, commercial and institutional consumers do not qualify for free basic services.
- All water supplied from standpipes and rudimentary systems will be free.

The district WSDP is reviewed annually and information pertaining to the following is updated:

- Rudimentary water supply roll-out. Rudimentary water supply provides 5l per capita per day within a distance of 800m.
- RDP water supply roll-out. Provides for 25l per capita per day within a distance of 200m.
- Rural Sanitation to the RDP standard of 1 VIP per household.

Map 9: Zululand district Municipality's Regional Schemes



uPhongolo Local municipality's area includes 6 of the Zululand district Municipality's Regional Schemes namely:

1. Simdlangentsha Central
2. Simdlangentsha East
3. Mkhuze
4. Usuthu
5. Khambi
6. Coronation

The intersection of the Khambi Scheme with uPhongolo's municipal area is negligible; it contains no settlements and will thus not be further discussed in this document.

The regional scheme areas of Simdlangentsha Central, Simdlangentsha East and Mkhuze falls totally inside uPhongolo's area; while a considerable part of the Coronation Scheme and a small part of Usuthu completes the picture.

The critical issues pertaining to these schemes have been identified as follows:

Simdlangentsha Central

- The planning of the Simdlangentsha Central scheme is complete and the first phases of the bulk infrastructure have been completed. The project also requires a substantial investment in bulk infrastructure before communities will be reached with water supply. The area is however quite well served with localised schemes from local sources. The challenge is to keep these schemes operational until the bulk scheme can reach all the areas.
- The Simdlangentsha Central scheme is also under pressure to alleviate water supply problems in the far reaching ends of the Simdlangentsha East scheme. A bulk pipeline is being constructed from the Simdlangentsha Central waterworks to the Simdlangentsha East scheme for this purpose.
- The Simdlangentsha Central scheme contributes a small portion to the total backlogs of the ZDM and therefore also receives a small portion of the available capital funds, although a substantial capital investment is still required to provide the necessary infrastructure.

Simdlangentsha East

- The Simdlangentsha East regional scheme is a well served area and consist of the lowest backlogs in the district. The scheme supplies Pongola town as well as a vast rural area. Water is abstracted from irrigation channels next to the Pongola river and with an emergency supply that is available further down at the Pongola river. The irrigation channels are managed by DWA and the supply is mostly reliable, except when the channels are closed for maintenance. ZDM also must pay DWA a raw water charge for water abstracted from the channels.
- Water supply in the rural areas is under severe pressure with frequent interruptions to the supply. Excessive water usage and high water losses due to illegal and unmetered connections are the main contributors to the problem. Apart from the above problems the bulk infrastructure is also in need of upgrade as a result of population growth since the inception of the scheme. The challenges on the scheme therefore require a combination of water demand management interventions and the upgrade of bulk infrastructure to address the long-term sustainability of the scheme.
- **Pongola town** has experienced significant development over the recent years and this was hampered by especially the absence of waterborne sanitation throughout the town. There is a need to compile a sewerage master plan for the area and plan upgrade requirements systematically.

Mkhuze

- The Mkhuze regional scheme area comprises of mostly formal farm areas and a small number of sparsely scattered rural communities. The construction of a single regional scheme to supply the entire footprint is not feasible, but rather individual schemes from local sources.

- An existing land reform project at the Gumbi settlement has resulted in a dramatic influx of families that settled without any water or sanitation infrastructure being in place. This resulted in the construction of an emergency supply from the neighbouring Pongolapoort Dam. The project is almost completed. The abstraction point at the dam is however not ideal and in future a second abstraction point from a more ideal position should be investigated.
- There is huge potential for economic development on the western side of the Pongolapoort Dam but abstraction on that side of the dam is unfortunately very difficult. Groundwater sources in the area are also of poor quality and insufficient yield to sustain large scale development. Therefore there is a need to investigate the provision of a sustainable supply from the dam to the area.

Coronation

- The Coronation regional scheme consists of a few small and isolated towns and a number of scattered and very isolated rural settlements within formalised farm areas.
- The towns have a high level of service but the infrastructure is very old and urgent refurbishment is required in most cases. The Coronation scheme however is a small contributor to the total backlogs of the district and receives a small portion of the total capital funds. Refurbishment needs are competing with new infrastructure requirements for limited available funds. There is a need for refurbishment funding over and above funding for the eradication of backlogs.

Usuthu

- The Usuthu regional scheme is the largest water supply scheme in the district and also represents the biggest portion of the total backlogs. The scheme requires the development of a new water source from the Black Mfolozi River and expensive bulk infrastructure to be rolled out over vast distances to scattered rural communities. The biggest challenge with this scheme is the funding of the enormous capital investment of more than R500m that is required to provide the required infrastructure.
- The huge capital investment required eradicating the backlogs through the regional scheme infrastructure and the resulting slow progress with the roll-out of services requires an intermediate solution to be developed to alleviate immediate water supply needs. The existing rudimentary supply programme, whereby local groundwater sources are developed within 800m walking distance from households, was hampered in Usuthu area due to difficulty in finding reliable and good quality water sources close to communities. Possible solutions could include the targeting of more sustainable production boreholes throughout the scheme that could be used as intermediate water sources and later be replaced by the regional scheme infrastructure.

- The sustainability of the main water source of Nongoma town is under severe strain and no longer sustainable during drought periods. This necessitated a change in the prioritised roll-out of the scheme by fast-tracking the installation of a bulk pipeline from the Black Mfolozi River to Nongoma.

UPHONGOLO BACKLOGS

The following table is an extract of the ZDM's WSDP and indicates the water and sanitation backlogs in the area.

Table 41: Water and Sanitation Backlogs

WATER	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
AbaQulusi LM	36,069	8,847	24.53%	17.49%
eDumbe LM	15,011	3,712	24.73%	7.34%
Nongoma LM	34,056	21,398	62.83%	42.30%
Ulundi LM	35,309	12,295	34.82%	24.30%
uPhongolo LM	22,098	4,339	19.64%	8.58%
Total	142,543	50,591	35.49%	100.00%
SANITATION	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
AbaQulusi LM	36,069	6,714	18.61%	12.76%
eDumbe LM	15,011	765	5.10%	1.45%
Nongoma LM	34,056	21,808	64.04%	41.43%
Ulundi LM	35,309	17,395	49.27%	33.05%
uPhongolo LM	22,098	5,953	26.94%	11.31%
Total	142,543	52,635	36.93%	100.00%

Table 42: Residential Consumers Access to Water

Water	None or Inadequate	Rudimentary <RDP	Communal standpipes RDP	Yard connections >RDP	TOTALS
AbaQulusi LM	0	0	0	20,350	20,350
eDumbe LM	0	0	0	6,162	6,162
Nongoma LM	0	0	0	957	957
Ulundi LM	0	0	0	6,980	6,980
uPhongolo LM	0	0	0	4,135	4,135
Total (urban)	0	0	0	38,584	38,584
AbaQulusi LM	5,647	3,200	264	6,608	15,719
eDumbe LM	2,521	1,191	1,104	4,033	8,849
Nongoma LM	11,792	9,606	9,107	2,594	33,099
Ulundi LM	5,487	6,808	7,810	8,224	28,329
uPhongolo LM	3,123	1,216	1,247	12,377	17,963
Total (rural)	28,570	22,021	19,532	33,836	103,959
Total (households)	28,570	22,021	19,532	72,420	142,543

Table 43: Residential Consumers Access to Sanitation

Sanitation	None or Inadequate	VIP RDP	Septic tank RDP	Waterborne >RDP	TOTALS
AbaQulusi LM	0	0	0	20,350	20,350
eDumbe LM	0	0	595	5,567	6,162
Nongoma LM	0	0	0	957	957
Ulundi LM	0	0	0	6,980	6,980
uPhongolo LM	0	0	0	4,135	4,135
Total (urban)	0	0	595	37,989	38,584
AbaQulusi LM	6,714	8,968	37	0	15,719
eDumbe LM	765	7,940	144	0	8,849
Nongoma LM	21,808	11,291	0	0	33,099
Ulundi LM	17,395	10,892	42	0	28,329
uPhongolo LM	5,953	11,684	326	0	17,963
Total (rural)	52,635	50,775	549	0	103,959
Total (households)	52,635	50,775	1,144	37,989	142,543

The ZDM is the process of addressing the backlogs in its area of jurisdiction in a planned systematic manner.

Table 44: The projects as contained in the WSDP

Regional Scheme

SCHEME	LM	YEAR	TYPE	Z-NR	SETTLEMENT	SIZE	BUDGET
Sim Central	uPhongolo	2012-2014	Reticulation	Z529	Mavuka	127	R3,692,500 per annum
Sim Central	uPhongolo	2012-2014	Reticulation	Z531	Emncithini	48	
Sim Central	uPhongolo	2012-2014	Reticulation	Z530	Luphisio	83	
Sim Central	uPhongolo	2012-2014	Reticulation	Z772	Khiphunyawo	64	
Sim Central	uPhongolo	2012-2014	Reticulation	Z773	Ntabsnixzulu	90	
Sim Central	uPhongolo	2012-2014	Reticulation	Z533	Sibhangsakomo	133	
Sim Central	uPhongolo	2012-2014	Reticulation	Z528	Enkwambase	133	
Sim Central	uPhongolo	2012-2014	Bulk Supply	Pipe	Take-off to Res A9		
Sim Central	uPhongolo	2012-2014	Bulk Supply	Pump Station	Booster Pump		R15m per annum
Sim East	uPhongolo	2012-2014	Bulk Supply	Treatment	Pongola WTW Upgrad	6ML	
Mkhuze	uPhongolo	2012-2014	Reticulation	Z759	Gumbi	159	R3,692,500 per annum

Rudimentary

LM	WARD	Z-NR	SETTLEMENT	SIZE	YEAR	BUDGET
Uphongolo	uPh1,AbaQ6	ZMAP40	Mandlakayise	141	2012-2013	est. R1m

Rural Sanitation

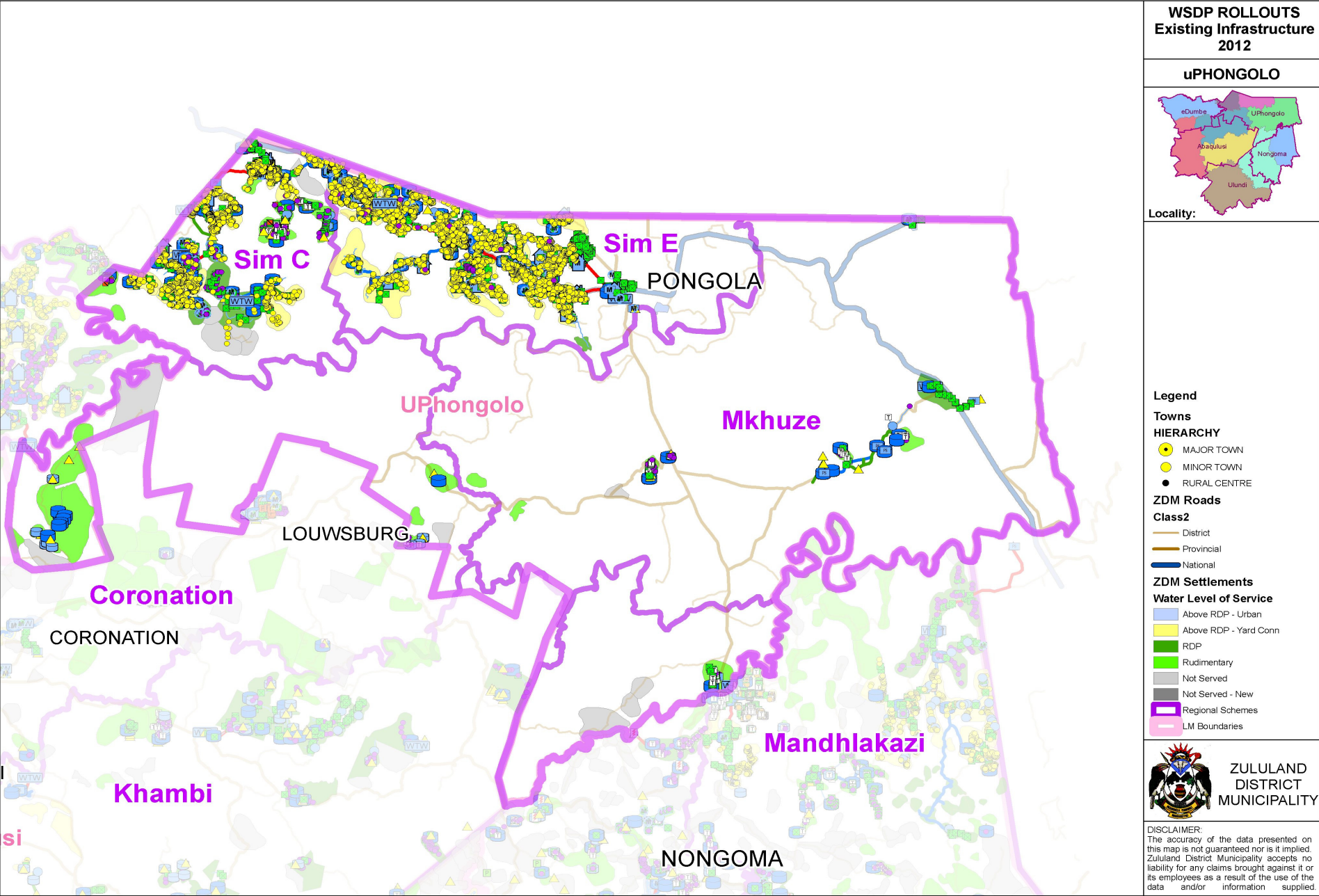
LM	WARD	Z-NR	SETTLEMENT	SIZE	YEAR	BUDGET
UPhongolo Local Municipality	4	Z487	Mabophe	195	2012-2013	
UPhongolo Local Municipality	4	Z491a	Thengizwe 1	427	2012-2013	
UPhongolo Local Municipality	4	Z500	Moyeni	135	In Progress	
UPhongolo Local Municipality	4	Z501	Moya Wamampondo	103	In Progress	
UPhongolo Local Municipality	4	Z494	Mabophe	97	In Progress	
UPhongolo Local Municipality	8	Z534	Engwabi	66	2012-2013	
UPhongolo Local Municipality	8	Z510	Ezinketheni	124	2012-2013	
UPhongolo Local Municipality	8	Z548	Okhahlamba	44	In Progress	
UPhongolo Local Municipality	8	ZMC14	Endabeni	223	In Progress	
UPhongolo Local Municipality	8	Z536	Hhohho	51	In Progress	
UPhongolo Local Municipality	8	Z509	Elangeni	89	In Progress	
UPhongolo Local Municipality	12	ZMAP42	Mpervane	33	In Progress	
UPhongolo Local Municipality	12	Z489	Liba 2	65	In Progress	
UPhongolo Local Municipality	12	Z492	Waterbus	92	In Progress	10,464,000

The tariffs from the ZDM for providing services to the uPhongolo Municipality are indicated in the following table:

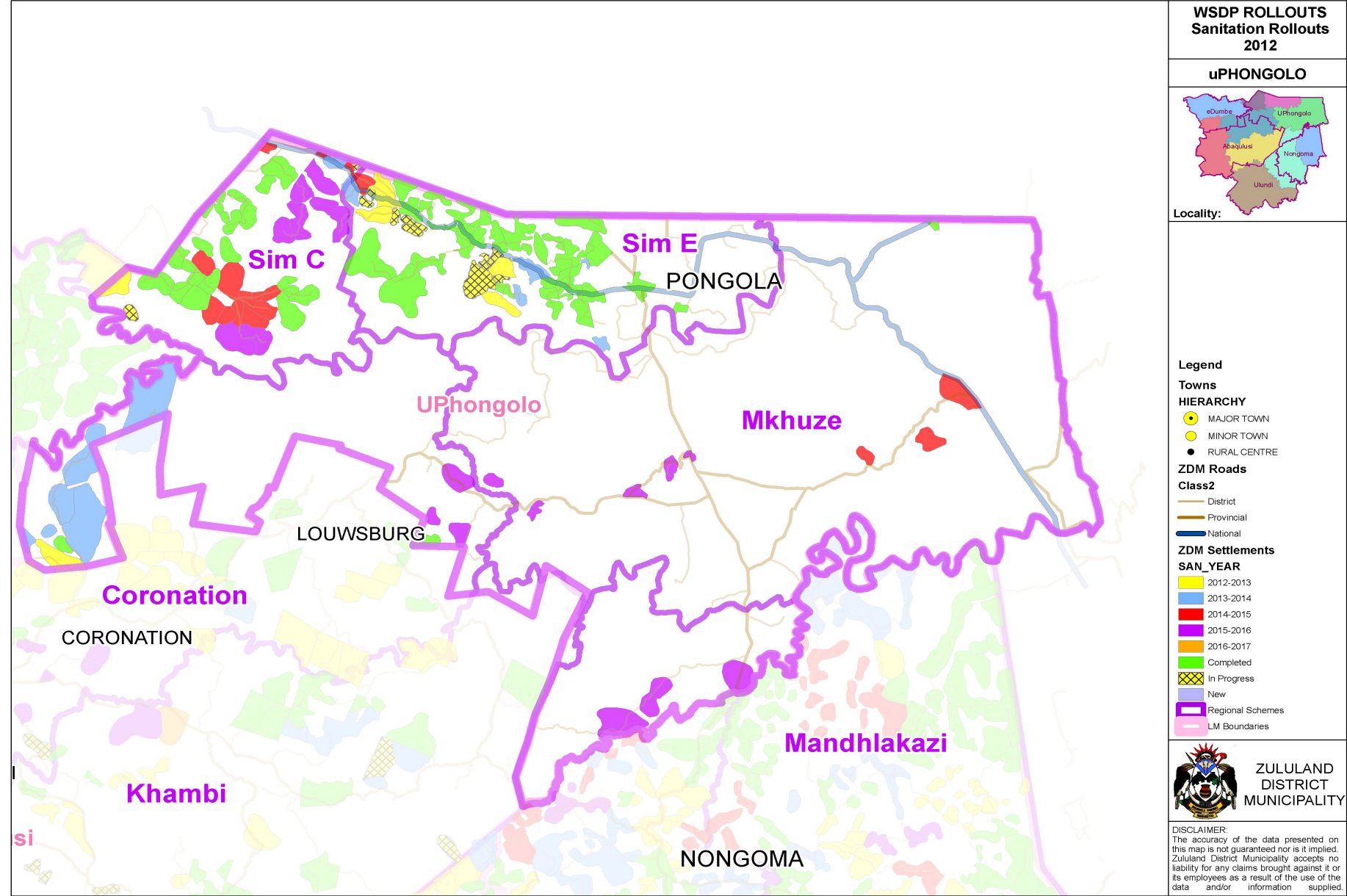
DESCRIPTION	PONGOLA					
	08/09	09/10	10/11	11/12	12/13	13/14
WATER TARIFFS						
0-6/KL						
7-30/kl	2.64	2.64	2.90	3.19	3.51	3.87
31-40/kl	3.87	3.87	4.26	4.68	5.15	5.67
> 40kl	5.10	5.10	5.61	6.15	6.68	6.98
Commercial and Industrial	5.03	5.03	5.53	5.83	6.09	6.37
Unmetered	60.75	60.75	66.83	73.51	76.82	80.27
Other business and state	2.64	2.64	2.90	3.19	3.51	3.87
Residential-3 months consumption limited to R250	250.00	250.00	261.25	273.27	285.56	298.41
WATER CONNETIONS :						
Residential	cost + 10%	cost + 10%	cost + 10%	cost + 10%	cost + 10%	cost + 10%
Businesses	cost + 10%	cost + 10%	cost + 10%	cost + 10%	cost + 10%	cost + 10%
METER TAMPERING:						
First Offence	900.00	900.00	942.30	985.65	1,030.00	1,076.35
Second Offence	1,800.00	1,800.00	1,884.60	1,971.29	2,060.00	2,152.70
THIRD OFFENCE :						
WATER RECONNECTION FEE	100.00	100.00	104.70	109.52	114.44	119.59
WATER TANKERS :						
Loads						
Rate per kilometer	3.79	3.79	3.97	4.15	4.34	4.53
Rate per kiloliter	4.96	4.96	5.19	5.43	5.68	5.93
Other Consumers						
Where no working water meter is installed on which the property is occupied						
STAND ALONE / DEDICATED SCHEMES		cost + 10%	cost + 10%	cost + 10%	cost + 10%	cost + 10%
	0.00	0.00	0.00	0.00	0.00	0.00

DESCRIPTION	PONGOLA					
	08/09	09/10	10/11	11/12	12/13	13/14
SEWAGE TARIFFS						
Health Awareness/ Promotion						
Basic 0-40kl	42.00	42.00	43.97	46.00	48.07	50.23
SEWER EXCESS >40kl OF WATER CONSUMPTION	1.89	1.89				
SEWER EXCESS - FIXED CHARGE						
NON DOMESTIC, COMMERCIAL, HIGH DENSITY						
Basic 0-40kl	42.00	42.00	43.97	46.00	48.07	50.23
SEWER EXCESS >40kl OF WATER CONSUMPTION	1.89	1.89	1.98	2.07	2.16	2.26
VACUUM TANK SERVICE per 5kl OR PART THEREOF						
Normal week days	80.00	80.00	83.76	87.61	91.56	95.68
Weekends and Public Holidays	280.00	280.00	293.16	306.65	320.44	334.86
Rate per Kl	3.79	3.79	3.97	4.15	4.34	4.53
STAND ALONE / DEDICATED SCHEMES		cost + 10%	cost + 10%	cost + 10%	cost + 10%	cost + 10%
				-		
	0.00	0.00	0.00	0.00	0.00	0.00

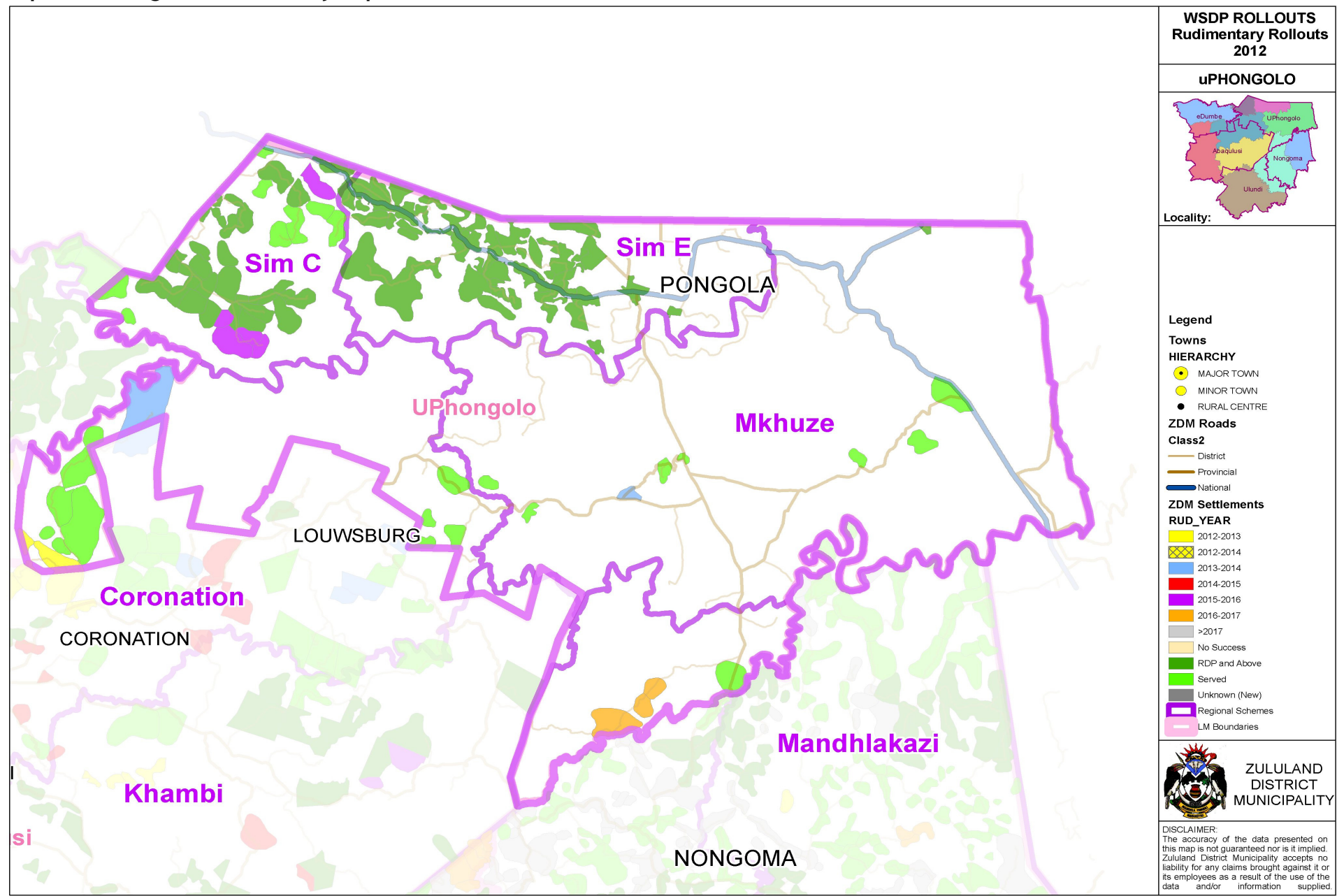
Map 10: Existing Water Services



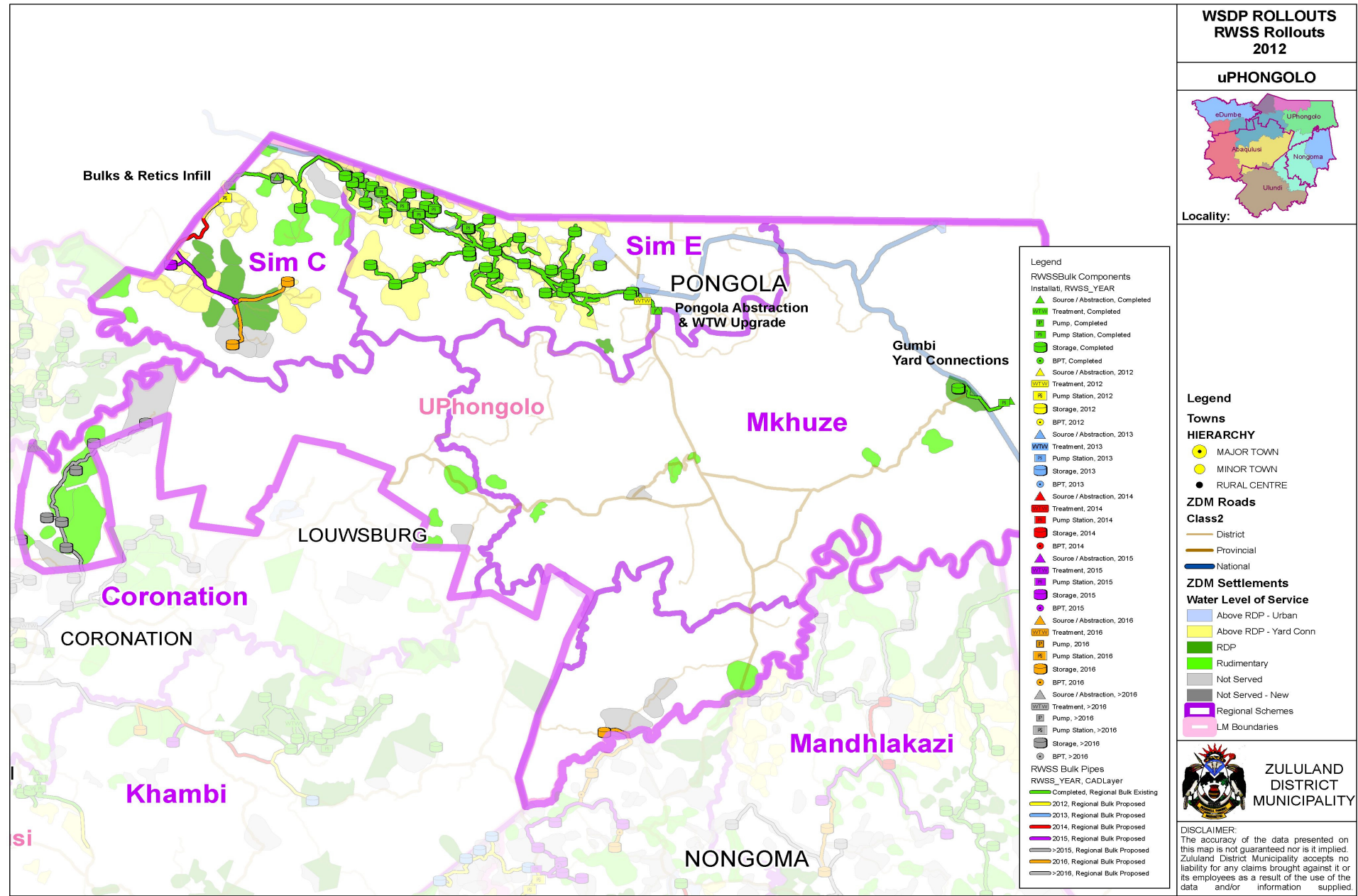
Map 11: Sanitation Services Rollouts



Map 12:uPhongolo Rudimentary Implementation Phases



Map 13: ZDM's Planned Roll-Out



8.2 Solid Waste

TABLE 45: Solid Waste Removal (2007)

Refuse Removal	Households	Percentage
Removed by local authority/private company at least once a week	5028	19.53%
Removed by local authority/private company less often	590	2.29%
Communal refuse dump	396	1.54%
Own refuse dump	18484	71.81%
No rubbish disposal	1195	4.64%
Other	48	0.19%
Total	25741	100.00%

The figure of 72% of households that make use of their own refuse dump is extremely worrying as this practice is not regulated in terms of legislation and can have a major negative impact on the environment, especially regarding water pollution.

The following is a summary of the findings of the Solid Waste Management Masterplan of the ZDM:

BELGRADE

The existing site is unacceptable from an environmental point of view and has to be rehabilitated and closed. A new site has to be identified and permitted within a 7km radius of the collection area to ensure that the tractor and trailer system can be utilised. The settlement is too remote to link to any of the other towns/settlements in the area.

PONGOLA/NCOTSHANE

This is a fairly new site but is not operated correctly. This site has an estimated 20+ years of life left if operated correctly. The permit needs to be issued by DWAF.

MAGUDU

There is no landfill. The residents personally dispose of their waste and this seems to be adequate.

8.3 Electricity

According to information obtained from ESKOM there are only 24% of households that is connected to the electricity grid in the municipal area.

TABLE 46: Electrification Status

Status	Households	Population	Percentage
Electrified	5306	35884	24%
Planned Grid Supply	14127	95541	64%
Off Grid Supply	2680	18125	12%

ZDM IDP 2009/10

The information further indicates that although only 24% of the households are electrified that 80% of the population can be fairly easy electrified as they are within 700m from a transformer.

TABLE 47: Electrification Backlogs derived from distance from Transformer

Distance from Transformer	<700m	700m-2000m	>2000m
Population	80%	17%	3%

ZDM IDP 2009/10

TABLE 48: Energy Source for Cooking (2007)

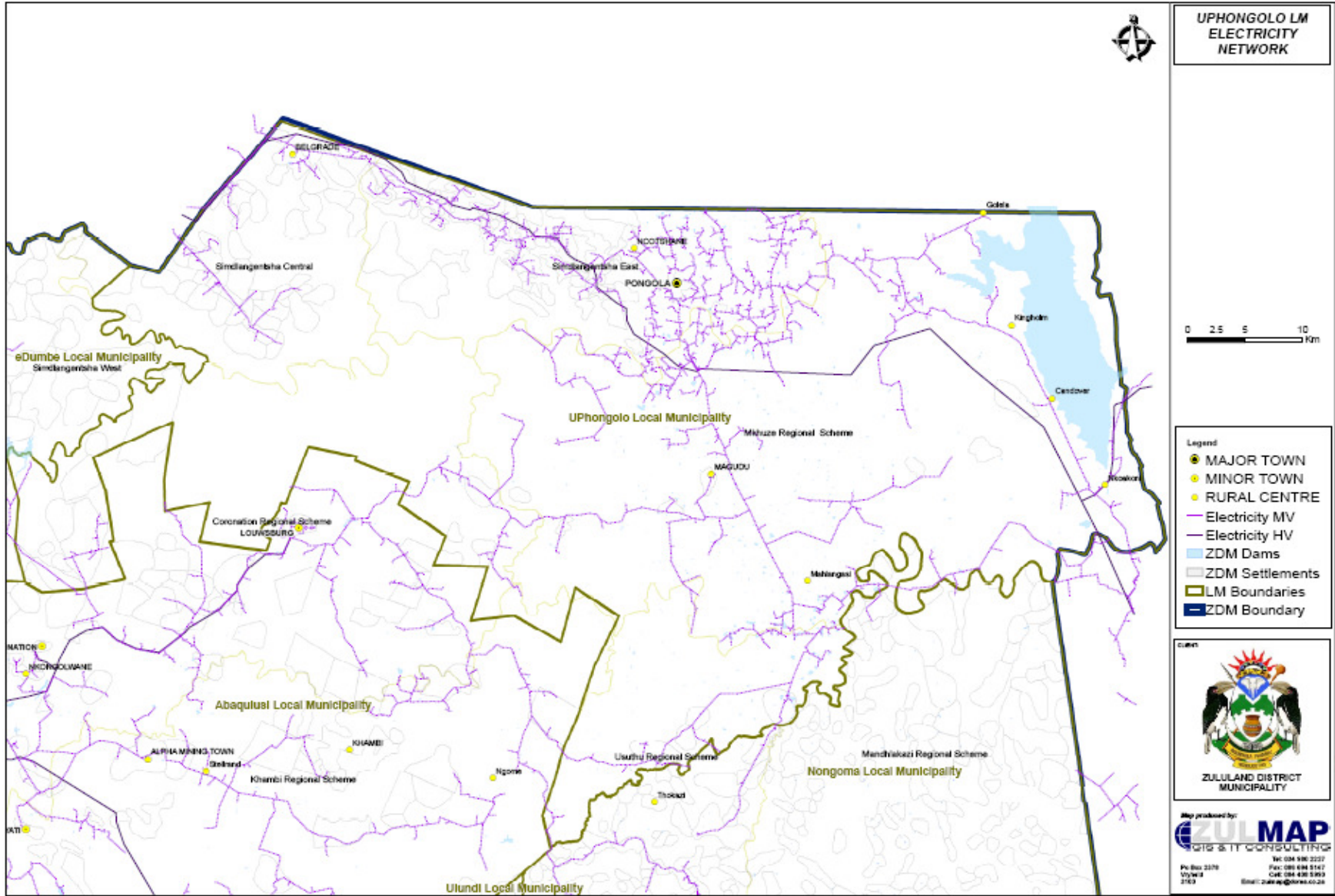
Energy Source	Households	Percentage
Electricity	12823	49.81%
Gas	1943	7.55%
Paraffin	1666	6.47%
Wood	9072	35.24%
Coal	47	0.18%
Animal dung	48	0.19%
Solar	48	0.19%
Other	95	0.37%
Total	25742	100.00%

TABLE 49: Energy Source for Lighting (2007)

Source	Households	Percentage
Electricity	16616	64.55%
Gas	50	0.19%
Paraffin	245	0.95%
Candles	8470	32.90%
Solar	0	0.00%
Other	360	1.40%
Total	25741	100.00%

The information from the 2007 Community Survey indicates that 50% of households use electricity for cooking and 65% for lighting purposes. This indicates that at least 65% of households have access to electricity, which is in contradiction with the figures from the ZDM IDP obtained from Eskom that indicates only 24% of households are electrified.

Map 14: uPhongolo LM Electricity Network



8.4 Transport Network

Transport infrastructure includes road, rail, and air. Transport infrastructure in the Municipality has an urban bias, such that the urban areas are accessible whilst the rural areas face problems of inaccessibility and poor infrastructure maintenance.

The Municipality has a well developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The ZDM has prepared an Integrated Transportation Plan which will designate roads in need of upgrade thus hopefully improving local movement.

There are one formal and 3 informal Taxi Ranks in the municipal area and no Bus terminus. There are 21 registered Taxi Routes in the municipality and 6 Bus Routes.

TABLE 50: Summary of Routes Distances and Costs of Travel for Taxi Routes

Range of O-D Distances	Average Straight Line Distance	Average Road Distance	Number of routes	Average Cost per Kilometre
0 - 5km	3.2	4.2	3	1.43
5 - 15km	5.7	7.6	3	0.79
15 - 30km	15.4	20.5	6	0.48
>30km	83.5	111.1	10	0.35

ZDM Public Transportation Plan

TABLE 51: Road Backlogs

Households	Population	Percentage
< 1km		
20056	135639	95%

1km - 2.5km		
541	3659	3%

>2.5km		
412	2786	2%

ZDM Public Transportation Plan

TABLE 52: Summary of Busiest Taxi Routes

Main route	MAIN ROUTE DESCRIPTION	No of passengers per peak	No of seats	% of active seats used	No of trips	Average occupancy per vehicle	Unique taxi trips	Average No of trips per taxi
KZN-R0058F-ZM	Pongola To Kwalubisi	237	237	100	17	13.9	16	01.0
KZN-R0059F-ZM	Pongola To Madanyini	734	733	100	51	14.4	33	01.5
KZN-R0061F-ZM	Pongola To Mshinini	118	163	72	11	10.7	10	01.1
KZN-R0062F-ZM	Pongola To Mshololo	478	478	100	34	14.1	32	01.0
KZN-R0065F-ZM	Pongola To Nscrigwane	145	145	100	10	14.5	10	01.0
KZN-R0066F-ZM	Pongola To Thankini,seccion A and B	1104	1103	100	75	14.7	22	03.4
KZN-R0277F-ZM	Pongola To Nongoma	171	171	100	12	14.3	12	01.0

ZDM Public Transportation Plan

Road infrastructure is under pressure particularly from heavy vehicles. The responsibility between Local and District municipalities as well as the Department of Transport (DOT) and SANRAL for road provision and maintenance still needs to be finalized and has been flagged as a key development issue.

The National Roads Agency together with the Department of Transport provides funding for roads infrastructure development. This funding is however not channeled through the Municipality, but is directly channeled down from Provincial level to implementation in the different Municipalities. The priorities from Municipalities as identified in the IDP are however taken into account in the funding process.

The following primary and secondary transportation routes are aligned through the uPhongolo Municipal Area:

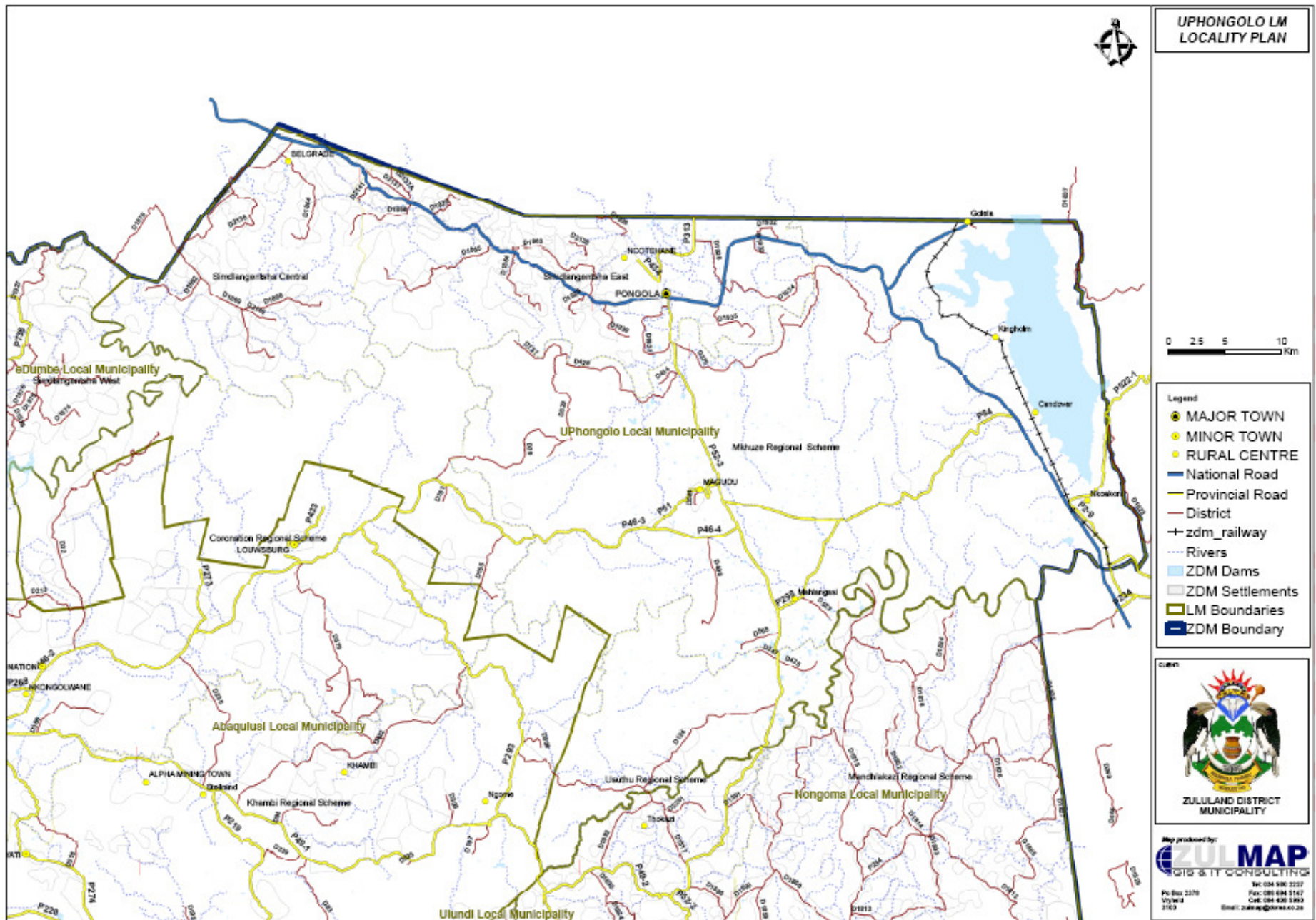
- The **N2** running through Pongola town and linking the municipality with Gauteng, the North Coast, Richards Bay and Durban. There are also link roads from The N2 to Golela, Jozini, Magut and Nongoma. The N2 also links Pongola with the Traditional Authority areas to the west of Pongola town
- The **R66** linking Pongola to Nongoma and Ulundi
- **R69** Linking Pongola to Ithala Game Reserve and Vryheid

Rural Access roads have the most important impact for future development of the area. It is thus essential that the Municipality be given opportunity to provide input into the Department of Transport planning for the Municipality. The Provincial department utilizes the Rural Road Transportation Forums (RRTF) and Community Road Safety Committee (CRSC) to determine the road priorities.

The only railway in the municipality runs parallel to the N2 to the Golela Border Post. The line has no benefit to the municipality.

There is an airstrip in Pongola Town with a tarmac runway to accommodate small planes. Recently, a private investor, KwaZulu Private Game Farms, has established a compacted earth and gravel runway in the Magut area of the uPhongolo Municipality. This facility will be able to handle freight planes such as a Hercules and up to 20 seater passenger planes. The facility is currently also being utilized by neighbouring game farms.

Map 15: uPhongolo LM Road Network



8.5 Telecommunications

The information from the 2007 Community survey indicates that only 5% of households in the municipal area have access to telephones in their homes. This leaves a huge backlog of 94% to be serviced. The availability of cell phones comes to 78% which alleviates the backlog. The Municipality is at present in discussions with the Cell phone Service Providers to enhance the coverage to include the whole of the municipal area.

TABLE 53: Telephone Availability (2007)

Telephone availability	Households	Percentage
Yes	1275	4.95%
No	24127	93.73%
Unspecified	339	1.32%
Total	25741	100.00%

TABLE 54: Cell phone Availability (2007)

Cell phone Availability	Population	Percentage
Yes	19993	77.67%
No	5216	20.26%
Unspecified	532	2.07%
Total	25741	100.00%

The relevant Sector Plan of the ZDM alluded to the following key issues impacting on the development of the telecommunications/information communication technology sector:

- Due to the large number of stakeholders and extent of initiatives few stakeholders have a comprehensive understanding of the options available for the development of the sector on all levels of society.
- The level of competition within the telecommunications sector is extreme and this impacts negatively on integrated delivery in terms of the sector.
- Due partly to the high level of competition referred to there is not coordination in the delivery of services, this contributing to extreme inefficiencies.
- Uncoordinated service delivery by service providers is further compounded by not coordination between government departments developing ICT infrastructure, e.g. the Department of Education, the Department of Traditional and Local Government Affairs etc.
- Although government is placing considerable emphasis on the social responsibility of service providers this is being done mainly to satisfy requirements and not addressing the real needs of the end user.

- Despite considerable effort very few residents of the District have access to telecommunication. The situation is substantially worse in terms of access to more advanced forms of information and communication technology such as access to the internet.
- Projects undertaken to date has been unsuccessful and where services have been provided the supporting services are not available to maintain equipment and access.
- Lack of ownership of infrastructure by communities (and possibly the lack of an understanding of the benefits of the infrastructure) allows high levels of vandalism and theft to occur in rural areas.

8.6 Cemeteries

The Districts Cemetery Plan (2003) provides the following information:

- In the urban centres, cemeteries are provided by the Municipalities, who provide gravesites at specified tariffs and keep records of burials.
- Cemeteries are provided and maintained by some religious congregations like the Anglican Church, Catholic Church and Lutheran Church.
- Where land is set aside for cemeteries on tribal land, the cost of burial sites are included in the general fees payable to the tribal authority.
- In selected rural areas with a low population density, burials are allowed near family homesteads.
- On some commercial farms, burial sites are provided for staff, but these provisions are now resisted by farmers as a result of the promulgation of the Extension of Security of Tenure Act.

The Cemetery Master Plan also indicates that the estimated cumulative deaths in the Municipality will be ±88 274 and that 78ha of land need to be developed for cemetery purposes to accommodate these figure.

TABLE 55: Population, Projected Deaths and Land Requirements

Area		2000 Population	Cumulative deaths to 2020	Land requiremen t to 2020 (ha)
Towns	Pongola	5000	3900	3,40
	Ncotshane	15000	11700	10,18
Farmland (commercial) incl. Magudu		8662	6757	5,88
Tribal areas	Disputed area	1744	1361	1,19
	Mavuso	2748	2144	1,87
	Msibi	9963	7773	6,76
	Ndlangamandla (incl. Belgrade)	10058 (5559)	7848 (4337)	6,83 (3,77)
	Ntshangase	40170	31338	27,26
	Sibiya	11671	9106	7,92
	Simelane	8133	6347	5,52
TOTAL		113149	88274	76,81

ZDM Cemetery Master Plan

9 SPATIAL ANALYSIS

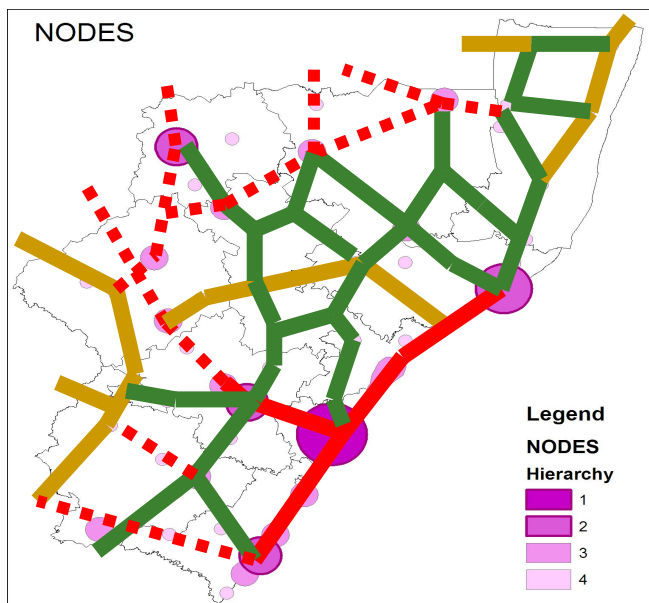
9.1 ROLE AND PURPOSE OF THE SDF

Section 35(2) of the MSA No. 32 of 2000, stipulates that an SDF, as contained in the IDP, will prevail over a plan defined in Section 1 of the Physical Planning Act No. 125 of 1991, alias the old guide plans. The SDF therefore has statutory power once the IDP is adopted by Council and will guide all land use management within the municipal area.

The purpose of an SDF is not to infringe existing land rights but to guide future land uses. No proposals in this plan create any land use right or exempt anyone from his/her obligation in terms of any other Act controlling land use. The map should be used as a schematic representation of the desired spatial form to be achieved by the municipality in the long term. The boundaries created through this process should therefore be left for interpretation and not be scaled.

The preparation of the SDF also has to be seen in context of the KwaZulu-Natal PSEDs (Provincial Spatial Economic Development Strategy). In essence, the location of the Municipality in relation to the mooted agricultural corridor is of importance as can be seen from the inset hereunder:

Figure 5: Nodes



While it is the purpose of the Spatial Development Framework (SDF) to provide location for the physical / spatial development of the municipality, it provides by nature also the physical expression of social, economic, environmental, institutional etc development.

The establishment of an appropriate SDF is therefore an essential component of the IDP. Since the SDF covers the physical / spatial development of the entire municipality, it can only provide limited detail and is primarily concerned with the location and interrelationship of individual development components, e.g. urban development, agriculture, development corridors, development nodes, environmental issues etc. Further detail guidance would, where appropriate, have to be established in precinct plans covering specific areas.

In order to provide some initial guidance for various development aspects, and to explain development approaches established in this SDF, the following contains however some detail explorations for selected development aspects and areas.

9.2 GUIDING PRINCIPLES

The SDF has been prepared taking due cognizance of a number of principles that are borne in legislation and policies. These principles are summarized hereunder:

- Balance between urban and rural land development.
- Urban and rural areas should be developed in support of each other.
- The discouragement of urban sprawl by encouraging settlement on serviced land within existing nodes.
- The direction of new development towards logical infill areas.
- Rural settlements should be developed to an acceptable standard of services and infrastructure.
- Compact urban form is desirable.
- Development should integrate social, economic, institutional and environmental aspects.
- Sensitive, vulnerable, highly dynamic or stressed ecosystems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.
- Development should be within limited resources (financial, institutional and physical).
- Stimulate and reinforce cross boundary linkages.
- A Spatial Development Framework (SDF) should indicate areas where strategic intervention is required and should act as marketing tool to indicate where development can be promoted.

9.3 PHYSICAL / SPATIAL DEVELOPMENT VISION

Emanating from the broader development vision established in the Integrated Development Plan, the physical and spatial development vision is suggested to provide the following guidance:

- The future development of the uPhongolo Municipality will be structured such as to provide upliftment of and involvement in the economic and social development of all sectors of the community.
- The future development will ensure that the natural resources of the municipality, which form the basis for much of the existing and potential economic development, are appropriately protected and maintained.

9.4 CENTRE STRATEGY

Following an outline of a service centre strategy which has been developed some time ago within the provincial context and which is appropriate to the establishment of the district and local SDF. The terminology is suggested to replace other previously utilised terms and would be applicable to both district and local SDF.

DISTRICT CENTRE, i.e. the municipal and administrative centre of the district, providing services to the entire district, depending on the location of the centre providing also a high level of economic development, being easily accessible from all areas of the district.

PRIMARY CENTRE, i.e. the main centres of the local municipalities within the district, serving generally a radius of 25 km, providing most services and activities required at the local municipality level, being appropriately located to be easily accessed by the majority of the residents of the municipality, appropriate public transport providing accessibility for weekly and monthly requirements.

SECONDARY CENTRE, i.e. nodal development serving several local communities with above-local level facilities, amenities and activities, serving generally a radius of approximately 10km providing services required on a weekly to monthly basis, depending on the conditions of a local municipality, the municipality would accommodate two to four such nodes.

TERTIARY CENTRE, i.e. strictly local community centre providing for the basic needs of a community in terms of education, health, recreation, civic and economic activities, depending on local conditions serving an area of 2 - 5 km radius, potentially accessed by the residents of the community on daily basis.

It should be noted that local conditions may require a variation of the above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres.

9.5 ACCESS, DEVELOPMENT CORRIDORS AND NODES

The SDF provides indication of three levels of access hierarchy, i.e.:

- **PRIMARY CORRIDOR**, consisting of the N2, providing the highest level of internal and external linkage and visibility, potential location of major development components serving the entire municipality including the primary centre, location of urban development, where appropriate development should initially be clustered around interceptor points,
- **SECONDARY CORRIDOR**, consisting of the P522 from the N2 to Jozini and beyond, the P46 from the N2 in the east to Magudu and Louwsburg in the west, the P52 from Pongola to Ulundi and the road from Pongola to Swaziland, providing major internal and external linkage, potential location for secondary and tertiary nodes, substantial development components requiring good access,
- **TERTIARY CORRIDOR**, consisting largely of local access roads providing location for tertiary and local development.

DEVELOPMENT NODES

The SDF indicates three levels of development nodes, i.e.:

- **PRIMARY DEVELOPMENT NODE**, consisting of Pongola as the municipal centre, envisaged to accommodate activities and facilities serving the entire municipality, see also separate detail explorations,
- **SECONDARY DEVELOPMENT NODE**, consisting of Belgrade and a node halfway between Belgrade and Pongola, envisaged to serve the surrounding region and making usage of their location along the N2, see also separate detail explorations,
- **TERTIARY DEVELOPMENT NODE**, strictly local service node serving the surrounding communities, mostly based on a collection of existing local facilities and activities, see also separate detail explorations.

TRADITIONAL SETTLEMENT

The SDF indicates the extent of the traditional settlement areas, it suggests the location of relevant secondary and tertiary nodes and corridors and provides some detail explorations concerning the envisaged growth of traditional settlement.

TOURISM DEVELOPMENT

Consisting of the most extensive land use in the municipality, game ranches and reserves of various calibers extend throughout the southern part of the municipality from the Pongolapoort Dam in the east to the Ithala Nature Reserve in the west.

It needs to be ensured on the one hand that the various tourism initiatives are compatible with each other that they are not detrimental to the wider environmental considerations, and that opportunities are created for the inclusion of traditional communities in appropriate tourism ventures.

A separate planning initiative, the Pongolapoort Dam Local Development Plan taking place in parallel to the SDF, identifies specific tourism and development opportunities around the dam and in the eastern part of the municipality.

COMMERCIAL AGRICULTURE

Located substantially around Pongola and the Pongola River, the municipality contains significant areas of commercial agriculture. The activities take mostly place in areas of flat to reasonable topography providing opportunities for irrigation. While much of the agricultural activities consist of sugar cane farming, smaller areas of are under citrus and crop planting. Being one of the major economic developments in the municipality, it would be important on the one hand to create additional opportunities for appropriate commercial agriculture, while on the other hand establish more efficient community-based activities in the traditional settlement areas. In all instances, agricultural development should be based on relevant environmental considerations and not be detrimental to the maintenance of the natural environment.

ENVIRONMENTAL CONSIDERATIONS

A functioning natural environment forms one of the most significant bases for the economic development of the municipality in terms of agricultural and tourism / recreation activities. It is therefore imperative that a culture of appropriate protection of the natural environment is developed in all spheres of the community.

The SDF maps existing areas of formal conservation at the municipal level. It also suggests that the riverine environment of all major and minor rivers, areas of steep topographic conditions and significant landscapes need to be protected appropriately. “Appropriate protection” is however not suggested to signify a no-touch approach, but rather ensuring sensitive natural environment. The detail explorations forming part of this SDF provide some indications of the areas concerned.

Environmental considerations are however suggested to extend beyond the natural environment and include the creation of decent built environments. This is applicable to both urban environments such as Pongola, Belgrade etc as well as peri-urban and rural contexts. While the SDF by nature provides broad principles and approaches, the attached detail explorations are intended to provide some examples of approaches to built

environments in different circumstances. They relate primarily to the creation, over time and through a continuous development process, decent human living environments being both functional and attractive, while at the same time integrating the natural environment. Further details should be established at the level of precinct plans and local urban design framework.

10. FINANCIAL ANALYSIS

10.1 Financial Management Policies & Strategies

Tariff Policy

The Tariff Policy must be compiled, adopted and implemented in terms of Sect 74 of the Local Government. Municipal Systems Act 2000, SVCL policy to cover, among other things, the levying of fees for municipal services provided by municipality itself or by way of service delivering agreements.

Investment and Cash Management Policy

As trustees of public funds, councillors and officials have an obligation to ensure that cash resources are managed as effectively, efficiently and economically as possible. Council has a responsibility to invest public funds with great care and is accountable to the community in this regard.

Asset Management Policy

This policy must comply with all relevant legislative requirements and with the standards specified by the Accounting Standards Board. This policy will be updated annually or whenever legislative or accounting standard amendments significantly change the requirements pertaining to asset management in general and the administration of property, plant and equipment.

Draft Anti-Corruption Policy

This policy is intended to articulate uPhongolo Municipality's attitude to fraud and corruption and to reinforce uPhongolo Local Municipality's existing systems, policies and procedures aimed at deterring, preventing, reacting to and reducing the impact of fraud and corruption.

Furthermore, the purpose of this document is to confirm that uPhongolo Municipality supports and fosters a culture of zero tolerance to fraud and corruption in all its activities.

Fraud Prevention Strategy

Fraud and corruption represent significant potential risks to the uPhongolo Local Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets from the effects of fraud, corruption and any other irregularity. uPhongolo Local Municipality (the Municipality) has adopted a zero tolerance attitude with regard to fraud, corruption or any other irregularity, whether perpetrated by internal or external parties, and will vigorously pursue and prosecute any parties, which engage in such practices or attempt to do so, by all legal means available.

Credit Control and Debt Collection Policy

Whereas Section 95 of the Local Government: Municipal Systems Act obliges the Municipality to establish a sound customer management system that aims to create a positive and reciprocal relationship between persons liable for these payments and the Municipality;

And whereas Section 96 of the Local Government: Municipal Systems Act provides that a Municipality must collect all money that is due and payable to it and for this purpose, must adopt, maintain and implement a credit control and debt collection policy which is consistent with its rates and tariff policies;

And whereas Section 97 of the Local Government: Municipal Systems Act provides that the credit control and debt collection policy must provide for credit control and debt collection procedures and mechanisms as well as provision for indigent debtors that is consistent with its rates and tariff policies and any national policies on indigents.

Indigent relief Policy

One of the main objectives of the Council is to ensure the provision of basic services to the community in a sustainable manner. This objective will however only be possible within the financial and administrative capacity of the Council. The council also recognizes the fact that many of the residents can simply not afford the cost of full service provision and for this reason will endeavour to ensure affordability.

Supply Chain Management & Procurement Policy

All officials and other role players in the Supply Chain Management System of the uPhongolo Municipality must implement this Policy in a way that it gives effect to Section 217 of the Constitution; Part 1 of Chapter 11 and other applicable provisions of the Act; is fair, equitable, transparent, competitive and cost effective; complies with the regulations and any minimum norms and standards that may be prescribed in terms of section 168 of the Act; is consistent with other applicable legislation; does not undermine the objective for uniformity in Supply Chain Management Systems between organs of state in all spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Risk Management Policy

The Purpose of this strategy document is to provide guidance and direction to Council and staff on the management of risks facing the Municipality. The contents must therefore be read and understood by all Councillors, the Municipal Manager, Senior Managers and line supervisors who will be responsible for implementing the relevant parts of the system in their areas of responsibility. In addition this policy serves uPhongolo Local Municipality shall strive to achieve and against which all uPhongolo Local Municipality's operations and activities can be evaluated.

Virement Policy

A virement represents a flexible mechanism to effect budgetary amendments within a municipal financial year. The Chief Financial Officer has a statutory duty to ensure that adequate policies and procedures are in place to ensure an effective system of financial control. A municipality's virement policy and its underlying administrative process within the system of delegations is one of these controls.

Financial By-Laws

Whereas section 10g of the Local Government Transition Act, 1993 (Act No. 209 of 1993), requires every municipality to conduct its financial affairs in an accountable and transparent manner.

Draft Property Rates Policy

The Council of the uPhongolo Municipality has resolved to levy rates on the market value of all rateable properties in its area of jurisdiction as reflected in its valuation rolls compiled in terms of the Municipal Property Rates Act No 6 of 2004 in order to provide as source of revenue to perform its allocated functions.

10.2 Capital Budget Analysis (from previous 3 years)

Not Submitted

10.3 Operational Budget Analysis (from previous 3 years)

Not Submitted

10.4 Auditor-General Reports & Responses Thereto (from previous 3 years)

Not Submitted

10.5 Municipal Financial Position & Implications (from previous 3 years)

Not Submitted

11. PERFORMANCE MANAGEMENT ANALYSIS

11.1 INSTITUTIONAL ARRANGEMENTS

Various structures have been established to monitor and ensure alignment internally and within uPhongolo Local Municipality. They are listed as follows:

1. Performance Audit Committee

The structure is an independent committee appointed by the municipality to advise the Executive Council on performance matters relating to finance, policies, internal controls, compliance and evaluation.

2. Management Committee

This committee reviews Key Performance Indicators and targets annually and is responsible for physical implementation of council strategies and meets every second week.

3. Internal Audit

This structure is in place and a Internal Auditor is appointed by the municipality and is supported by and outsourced company of audit specialists. The key function is to prepare a risk based audit plan and audit programme for a financial year, advise the accounting officer and report to the performance audit committee on performance matters listed under point 1 above. They analyse performance information for

each financial year to enable the Audit Committee to make an informed decision and recommendations to Council.

11.2 DATA MANAGEMENT AND CAPTURING ARRANGEMENTS

11.3 ORGANISATIONAL PERFORMANCE MANAGEMENT FRAMEWORK

uPhongolo Local Municipality has a fully functional PMS System in place. All the staff from section 56 Managers down to the General assistants is measured on a quarterly basis. IPMS is fully functional.

The Performance Audit Committee is in place and met 2 times during the 2010/2011 financial year. The Section 57 employees were measured all 4 quarters and each quarter were audited by the Internal Auditors, PricewaterhouseCoopers. The Municipal Manager was not evaluated by the Honorable Mayor on a quarterly basis due to the non finalization of the evaluation of the Technical Manager.

The Performance outcome of the rest of the staff is used to identify shortcomings within each designation and it is discussed with each staff member and training is identified and for these shortcomings and form part of Councils Skills Training Plan.

Employees Performance Management Policy has been reviewed adopted by Council.

A well-established IDP document, Budget and SDBIP is linked to the PMS with clear set KPI's and KPA's that is connected to the National Key Performance Indicators and connected to Councils budget. These KPI's were adjusted and brought in line with the IDP, Budget and SDBIP. ESP who was appointed by COGTA had a 3 day session with uPhongolo bring in line various score sheets developed by ESP for COGTA with the PMS of Council, and assisted the Municipality to compile the OPMS Audit Portfolio as required by the Auditor General.

All contracts of Section 56 Employees are linked to the PMS with clear deliverables set against the IDP. Permanent employees have all been provided with Job Descriptions. In terms of the Act there is a Performance Management Committee in place who evaluates the Municipal Manager and the Section 56 Managers directly accountable to the Municipal Manager.

All Section 56 Employees have signed their Performance Agreements, and the Individual Performance Plans and Personal Development Plans had been amended and brought in line with the IDP, SDBIP and Budget. These documents were signed and submitted to the relevant National and Provincial Department.

All Section 56 Employees have a Performance Development Plan and Training is aligned with the Plan.

uPhongolo Municipality has a fully developed IPMS (Individual Performance Management System) in place. All the staff is measured on a quarterly basis although they do not receive performance bonuses the IPMS results is used to determine the areas in which each staff member needs skills development, and this information is then used to draft the Skills Training Plan.

Training is then provided as and when it becomes available.

The Organizational Performance Management System has been aligned with Outcome 9 and with all the projects of Council as per the IDP Project Plan which is aligned with the Budget. The OPMS is completed quarterly and submitted to Council's Internal Auditors for Auditing. The OPMS is submitted to COGTA quarterly along with the Action Plan report. The Action Plan is a report completed by the Municipality which indicates compliance with certain aspects of Legislation as required by COGTA.

The Internal Audit Reports have been submitted to COGTA as per their requirements.

Problem areas identified within the OPMS are corrected and the 2012/2013 OPMS has been aligned with audit queries and comments.

Assistance was provided to uPhongolo Local Municipality by COGTA through the Hands On Support Grant. JHM Konsultante was appointed to assist the Municipality to align the PMS System for the 2012/2013 financial year.

11.4 ORGANISATIONAL SCORECARD & MONITORING ANALYSIS

Each HOD is evaluated and monitored on a Quarterly basis when they are scored on their performance and the overall performance of their Department. Challenges are identified and corrective actions are implemented.

11.5 DEPARTMENTAL SCORECARDS & MONITORING ANALYSIS

uPhongolo Local Municipality has a fully electronic PMS System which has an electronic individual score card and a Provincial Score Card. IPMS, OPMS is fully functional and updated monthly which is then finalized each quarter and then evaluated and scored.

11.6 PERFORMANCE MANAGEMENT: SWOT ANALYSIS

The PMS System created and used by uPhongolo Local Municipality is accurate and user friendly but it stays a challenge to obtain the relevant information from HOD's and staff to ensure that the system function 100%

12. KEY CHALLENGES

12.1 Key Challenges

1. A large rural population that depends on the nearby urban areas such as the Pongola town for Commercial and public services (e.g. health, home affairs, etc) places pressure on the primary node because of the lack of services and facilities within the rural areas. Service delivery in the rural areas will need to be attended to.
2. The uPhongolo population is characterised by significantly more women than men. 47% households are headed by women in the absence of partners seeking employment in other urban centres. It is accepted that these women are more disadvantaged in terms of resources. Strategies need to be developed in order to create security for women and their dependant children.
3. Close to half of the population are children, placing pressure on the need for educational and social facilities. Many of these children will be orphaned as a result of HIV/AIDS. At least 11.7% of the population is already infected with HIV. The severe impact on the need for health, social and welfare services over the next 20 years will have to be accommodated in the Municipalities strategy for service delivery.
4. Income levels are low with 66% of households receiving no income or less than R2 400 per month. The traditional and rural areas are the most poverty stricken.
5. Unemployment levels are relatively high and with only 13.43% of the population being formally employed. Dependency levels are also high with every employed person having to support 6.5 persons of which 3 are over 15 years of age. The farming sector employs a significant number of people, indicating the importance of the agricultural sector in the economy of the area. The local economic development strategy needs to build on this strength.
6. The majority of the population relies on public transport facilities. This is primarily taxi based. The quality and efficiency of the public transport sector needs attention.
7. Most of the urban communities have access to clean water with severe shortcomings in this respect as far as rural communities are concerned and have access to less than 5 liters of water per day. People rely on natural resources for water and are considered to live at survival levels.
8. The larger urban areas have sanitation systems, but the rural areas rely on septic tanks, pit latrines or no system at all. This places tremendous strain on the environment.
9. The population in the urban areas has access to household electricity, but few or the rural settlements have this service. Electricity provision at schools and health facilities are especially critical. In the wake of the looming energy crises faced by this country it is vital

that the Municipality adopts policy embracing the use of alternative energy sources for new residential and commercial development.

12.2 Tourism Related Key Issues

- In spite of the many attractive tourist sites in the municipal area there seems to be a lack of a coordinated tourism strategy in the uPhongolo area.
- The need to prepare and implement a Tourism Development Plan is essential.
- Status of District Management Areas must be investigated.
- The feasibility of Cross Border Tourism Initiatives needs to be investigated, relating to both Swaziland and Umkhanyakude District Municipality.

12.3 Demographic Key Issues

- Much of the population is involved in migrant labour as a result of the lack of employment opportunities within the municipal area and this has severe social impacts.
- The population of the municipality has been on the decrease.
- Of the Economically Active Population (40% of people residing in uPhongolo Municipality, which is not of school-going age) only 27% is employed, meaning that the unemployment rate is extremely high, i.e. 73%.
- 53% of the total population in the Municipality is younger than 20 years of age. This has specific implications on the types of social services required as well as increased dependency ratios.
- High level of illiteracy in the municipal area.
- An estimated 30% HIV infection rate.
- The agricultural sector provides employment for 17% of the employed sector. The primary sector generally pays lower wages that increase the burden on wage earners.
- 85% of households earned less than R19,200 per annum, i.e. less than R1,600 per month of which 16% of households had no annual income.

12.4 Transport Related Key Issues

- The local Access roads in the municipal area are generally in a poor condition
- The N2 between Pongola and Piet Retief is in the process of being upgraded
- The link road between Pongola and Nongoma is in the process of being tarred
- The current poor road network and infrastructure makes access to farms, markets and other business centres difficult and essentially will create delays in the delivery of goods, service delivery and assistance in the case of a disaster such as fire or flooding.

12.5 Settlement Patterns

- In many instances, the Traditional Authority areas are characterized by poor land management practices that presents a challenge in respect of the unlocking of the agricultural potential that exists. This is exacerbated by poor allocation of land practices.
- The town of Pongola is the Primary Settlement in the area but it has very limited higher hierarchy services to provide to the extensive rural area surrounding it.
- Traditional Authority areas also accommodate scattered residential settlements posing considerable pressures in respect of the provision of basic services.
- The urbanization rate is increasing in the municipal area and appropriate responses are required to adequately accommodate this tendency.
- There is a need for regular Amakhosi and Municipal Council Meetings to discuss issues of mutual interests, such as waste management, cemeteries, clinics, LUMS, access roads and formalisation of urban areas.

12.6 Economic Key Issues

- The economy of the municipality is largely reliant on agricultural mono crop production i.e. sugarcane.
- Largely located in flat topographic conditions in river valleys, in particular east of Pongola, much of activities consist of commercial sugar cane and vegetable farming. A level of subsistence farming forms an integral part of the traditional settlement areas.
- Being one of the major economic developments in the municipality, it would be important on the one hand to create additional opportunities for appropriate commercial agriculture, while on the other hand establish more efficient community-based activities in the traditional settlement areas.
- There is a need for a Municipal Agricultural Development Plan.
- The valuation of rural areas and their rating has potential impacts on both the rural economy and the municipal revenue.
- Limited growth in the manufacturing industry is aggravating the high unemployment levels.
- Agricultural value adding approaches should focus on processing, packaging, marketing and the distribution of farm produce. Workers are more likely to transfer their skills to value-added enterprises than to non-agricultural manufacturing and service industries. Some of the potential projects a Bio-Diesel Plant and a commercial scale game butchery
- Tourism and Nature Reserves, one of the main economic activities in the municipality extending over much of the municipality. There exist a series of additional opportunities, such development must

however be based on an appropriate protection, management and utilisation of the substantial natural resources of the municipality and an appropriate co-ordination of the tourism / recreation activities.

- There is a need for a Business Chamber and an Agricultural Business Chamber for the Municipal Area
- Support for SMMEs is required through advisory centres, training and exposure to funding sources.
- Rural Development, covering much of the traditional settlement areas in traditional dispersed manner, some densification in the vicinity of the N2, as indicated development guidance is essential to encourage more structured growth taking into account both prevailing traditions, infrastructure improvement, sustainability, economic development and the preservation of the natural environment.
- There is a need to develop further strategies and programmes around youth development as the youth play a pivotal role in all aspects of society and sectors.

12.7 Engineering Infrastructure Key Issues

- The area has sufficient sources for the provision of water but the reticulation thereof is complicated by the undulating topography and the scattered nature of the rural settlements.
- The growth of the primary node of Pongola/Ncotshane is stymied by the fact that the water purification plant and sewage works are operated at capacity and no new connections can be made.
- Whilst household access to water and sanitation is being addressed, there remain substantial backlogs that need to be eradicated.
- The transport of produce from community gardens in the rural areas remains a problem given the poor road conditions.
- Water borne diseases still remain a risk to households which do not have access to potable water.
- Currently 100% of urban households within the whole municipality are covered by a waste collection system, whilst limited rural households are covered. Waste Recycling offers economic opportunities.
- Electricity backlogs need to be addressed.

12.8 Spatial Issues

- Protecting the natural environment and resources, the natural environment forms one of the most important resources of the municipality, providing the basis for agriculture and tourism development as well as a functioning and attractive landscape.
- Maximising and coordinating the tourism and recreation potential, while the municipality accommodates an existing series of tourism attractions, there is scope for a better utilisation of opportunities, whereby it needs to be ensured that such development is not detrimental to the

natural environment, is in accordance with the image of the tourism features of the municipality, and that the various initiatives are coordinated with each other.

- Linking access and development, different levels of development should be related to the different levels of accessibility, e.g. development requiring high levels of accessibility and visibility should be located in proximity of primary access corridors etc, the access hierarchy therefore provides one element in the structuring of development in the municipality.
- Utilising linkages to surrounding opportunities, the municipality is located in proximity of a wide range of existing and potential developments outside its boundaries, potentials emanating from this location needs to be utilised
- Integrating traditional settlement areas, there is a need to better integrate the traditional settlement areas into the functioning of the municipality in terms of social, economic and institutional development ensuring that the communities benefit from improved development without losing their particular unique background
- Facilitating economic development, ensuring that all sectors and communities of the municipality form part of and contribute their particular abilities to the economic development of the area
- Facilitating social development, ensuring the provision of adequate social amenities and facilitating social integration

12.9 Social Facility Key Issues

- Schools are well distributed in throughout the Municipal area.
- Clinics and Traditional Administrative Centres are mainly located along main transport routes, making access to these facilities relatively difficult to people residing in deep rural areas of the municipality.
- Crèches and Community Halls are well distributed in the western parts of the Municipal Area.
- Rural cemeteries are mainly located close to the various settlement s in the western portion of the municipal area. There is a need for the establishment of more cemeteries at appropriate locations in the municipality as indicated by the ZDM's Cemetery Masterplan.
- Facilities at Pension Payout Points should be audited and where lacking be improved or provided.
- Churches and shops are well distributed in the western parts of the Municipal Area.

12.10 Environmentally Related Key Issues

- With the exception of the traditional settlement areas, much of the remainder of the area is utilised for game and nature reserves. Particular dramatic topographic conditions are found in portions of the Pongola River valley and on the eastern side of the Pongolapoort Dam. Both areas contain formal nature reserves and have the potential for tourism and recreation development.

- The degradation of wetlands is occurring as a result of cultivation and artificial drainage, river nitrification, dams, urbanization, soil erosion and alien plant invasion and has serious consequences for ecological function and water quality.
- Informal housing along the banks of rivers and streams and near major transportation has substantial impacts in respect of water pollution due to a lack of sanitation, aesthetics and poor land management.
- Monoculture is resulting in a loss of both genetic and biodiversity goods and services produced in the area.
- The lack of rehabilitation in some areas is an identified problem.
- As part of conservation and preservation of the natural environment, the District has identified environmental linkages throughout the whole District. These linkages relate mainly to the river systems. Efforts have been made to join conservation areas within Zululand with those in adjoining areas. The greatest opportunity involves the Paris dam, Ithala Game Reserve and the Pongolapoort Biosphere Reserve.

12.11 Housing and Land Reform Related Issues

- Based on the projected population growth previously and the calculated households at an average household size of 7.47 persons per household, the projected immediate backlogs are as follows. Please note that these are based on the assumption that no new projects, apart from those mentioned, will have been completed to address these housing needs and that all traditional housing will be replaced by formal housing units:
 - 2008 Backlog of 6 555 housing units
 - 2009 Backlog of 6 764 housing units
 - 2010 Backlog of 4 976 housing units
 - 2011 Backlog of 5 190 housing units
 - 2012 Backlog of 5 406 housing units
- The primary role-players such as the Department of Land Affairs, the District Municipality and the Ingonyama Trust Board should establish a joint Land Reform Forum in order to prepare an integrated strategy, outlining responsibilities, with regard to the implementation of land reform in the area.

12.12 Disaster Management

- Due to the absence of potable water in many of the rural areas, communities tend to settle in proximity to rivers and streams, mostly without due consideration of flood lines along these water courses.

- Fires occur during protracted periods of drought and are aided by the generally dense vegetation such as cane fields, forests and invasive alien vegetation throughout the municipal area.
- The occurrence of cholera and related diseases is as a result of the absence of potable water as well as the lack of sanitation in rural areas.
- The high rate of HIV/Aids infected persons in the municipality may in future place significant pressures on the availability of burial spaces in cemeteries as well as on health-care facilities in general.
- The uPhongolo Local Municipality does not have the capacity in terms of manpower nor the technical support equipment to deal with a major disaster.
- Poor access increases the potential impact of a disaster due to the time it takes to reach the disaster site.
- There is a need to establish a pound to deal with stray animals.

○ **Turn Around Strategy**

The Council has approved the Municipality's Turn around Strategy on 28 June 2010. The top ten priorities are the following:

1. Financial Management and Revenue Enhancement
2. Asset Management
3. Implementation of Electricity Projects
4. Apply for increase in MIG allocations annually to implement approved MIG Projects sooner, thus improving service delivery
5. Basic Service Delivery: Discuss with ZDM on Backlogs for water and sanitation projects and prioritization
6. Councillors to be work shopped on the Rules and Orders of Council.
7. COGTA to provide training to Municipal SCOPA Members and assist with Oversight Framework and TOR of SCOPA
8. Clean Audit
9. Community Participation
10. ED Strategy

The comprehensive Turn around Strategy is attached as Annexure J3 to this document.

D. DEVELOPMENT STRATEGIES

The Strategic Development Rationale provides the overall approach to the Development of the uPhongolo Municipal Area. This Rationale forms the premise for the Spatial Development Framework. The rationale has both physical and institutional components, i.e. it focuses on the structuring of the urban and rural form to overcome developmental problems and address key priorities and needs as well as the institutional requirements in terms of resourcing (human and financial) to attain the aforesaid.

The key aspect to the Strategic Development Rationale is to focus on those components, elements or areas that will provide the highest impact in terms of sustainable development contributing towards local economic development and in a substantial increase in the living standard of people residing in the municipal area, as well as the financial viability of the municipality itself. This cannot be attained without financial inputs while the effective use of such financial inputs cannot be done without a Council that is empowered to make efficient and effective use of scarce resources.

The Strategic Development Rationale for uPhongolo is supported through the development of a **hierarchy of nodes** (as proposed through the SDF). These nodes will form the focal points for development and service provision, to ensure access to social and economic opportunities for the entire area. The concentration of activities in and around nodes will stimulate a higher order of activities and development. Access to social and economic opportunities at such nodal areas will have to be managed and supported to ensure its efficiency.

The Strategic Development Rationale puts forward an **incremental development approach**, where the upgrading of existing services and provision of new services is focused in specific areas according to settlement and nodal classification.

The Strategic Development Rationale also recognises the need for the Municipality to **build strong public - public (between local, district, provincial and national government) and public - private partnerships (e.g. With Illovo)**. This component is essential to ensure that obstacles are identified and dealt with - procedural, human resource as well as financial.

1. MUNICIPAL VISION AND MISSION

The Vision is seen as the ultimate destination in terms of the IDP Process, with the Strategic Focus Areas, Development Strategies and Objectives, and projects being the steps required to reach the vision or destination. The vision is the overall developmental aim for the municipality.

VISION

“uPhongolo Local Municipality will evolve into a dynamic socio-economically driven, healthy and safe environment through sustainable service delivery.”

In terms of the vision there are certain elements that provide guidelines for decision-making. These elements form the basis for any decision made by the Municipality, stakeholders, interested and affected parties and potential investors. The following elements, linked to the Vision, are evident:

- **The establishment of a sustainable community.** It is implied that one community will be able to operate within the municipal structure and will be enabled to live.
- **The protection of the natural resource base.** The vision recognizes the importance of natural resources not only for the present generation, but also for the generations to come.
- **Basic services are to be made available to all without compromising natural resources.** Services should therefore be provided without disturbing the natural environment.
- **Creation of employment opportunities.** The focus in this respect remains firmly on the agricultural potential and tourism in the area.

MISSION

To create an affluent municipal area by:-

- Provision of optimal delivery of essential services.
- Supporting sustainable local economic development.
- Community participation in service delivery.

Core Values

- Transparency
- Commitment
- Innovation
- Integrity
- Co-operation

2. STRATEGIC FOCUS AREAS, DEVELOPMENT GOALS, STRATEGIES AND OBJECTIVES.

This section of the report provides details on the strategic focus areas for the Municipality, the goals, strategies and development objectives for the uPhongolo IDP. The strategic focus areas are:

- To facilitate the delivery of sustainable infrastructure and services
- To promote economic development
- To promote social development

2.1 Explanation of Terminology

Strategic Focus Area: A broad goal statement providing strategic and focused direction to the municipality, taking cognizance of the development mandate of the municipality and the need to use scarce resources (human, financial, equipment) effectively and efficiently. The municipality cannot be and do everything for everyone. It needs to be strategically focused and only do what it should be doing, within the context of its available resources, to deliver successfully on its development mandate.

Development Goal: A statement of what the municipality is striving to achieve in the future. It provides more detail to the Strategic Focus Area Statement. A goal is generally not attainable nor measurable. In the IDP context, goal setting is informed by the Status Quo Analysis and the resultant key / priority issues.

Development Strategy: The path or direction taken to strive towards achieving the goal/s and ultimately the Vision. Strategies establish broad themes for future actions and should reflect reasoned choices among alternative paths.

Development Objective: A clear milepost or marker along the strategically chosen path or direction (the Development Strategy) towards the strive to achieve the goal/s. Its purpose is hence to ensure that you are on the right path or that you have chosen the right direction to your goal/s. An Objective is specific, measurable, actionable (or attainable), realistic (do-able) and timely (achievable within a specified time frame), thus S.M.A.R.T

Table 56: Key Performance Areas

Key Performance Area 1: Municipal Transformation and Organisational Development	
Development Goals	
To facilitate the process towards achieving a development-orientated municipality To build capacity among officials and councilors to lead and manage development throughout the Municipality	
Development Strategies	Development Objectives
To develop staff and councilor skills to ensure effective service delivery	Continuously identify staff and councilor training needs; Revision and implementation of the Workplace

	Skills Plan
To improve effective and efficient communication between internal staff and councilors	Implement Revised Communication Plan
To improve productive and accountable staff	Amend and align PMS for Municipality; Implement Employee Readiness and
	Wellness Programme; Prepare Comprehensive HR Strategy
To ensure that Organisational Structure of the Municipality is fully aligned with the Municipality's developmental mandate	Amend and align the Municipal Organisational Structure with the IDP

Key Performance Area 2: Basic Service Delivery	
Development Goals	
<p>To facilitate the delivery of basic services, namely water and sanitation as a 1st priority</p> <p>To facilitate the delivery of all other required infrastructure and services, such as water, sanitation, electricity, access roads, telephones, postal services, clinics, schools, community halls, sport fields and facilities, pension payout points, police stations, housing, etc. in a sustainable manner</p>	
Development Strategies	Development Objectives
<p>To ensure the provision, upgrading and maintenance of Infrastructure and Services to address Backlogs</p>	<p>To ensure that water and sanitation needs are catered for in the UDM Water and Sanitation Development Plan (WSDP) and that its roll-out is programmed accordingly (including operation and maintenance);</p> <p>To ensure, through liaison with ESKOM and UDM, that uPhongolo's residents receive free basic electricity, and that the UDM Energy</p> <p>Sector Plan as it relates to uPhongolo's is</p>
	implemented;

	To ensure that all municipal infrastructure is properly maintained through the preparation and implementation of an Integrated Municipal Services and Infrastructure Maintenance Plan; Implement a Municipal Roads Programme.
To ensure the provision of sustainable, affordable and suitably located housing development	Implement the uPhongolo's Housing Sector Plan in conjunction with the Department of Housing [subject to subsidy allocation (funding) from DOH to achieve this]
To ensure co-ordinated service delivery from all service providers	To prepare and implement an Infrastructure and Services Provision Communication Strategy which details the roles and responsibilities of all service providers in the municipality, as well as assist with the coordination of such service delivery
To ensure the provision of sustainable community facilities	Prepare and Implement a Municipal Community Facilities Plan (inclusive of an audit on all facilities, particularly pension payout points, and an Implementation Plan); Implement the Cemetery Sector Plan
	Constant liaison with the Department of Health to ensure to ensure an acceptable level of primary health care in the Municipal Area; Prepare and Implement, in conjunction with Service Delivery, ZDM, a Municipal Integrated Waste Management
To ensure the sustainable and effective use of scarce Energy	Prepare Renewable Energy Strategy

Key Performance Area 3: Local Economic Development	
Development Goal	
<p>To promote socio-economic development and provide support to assist communities throughout the Municipality to cope with the combined impact of poverty and HIV/AIDS;</p> <p>and</p> <p>To strengthen the local economy with particular emphasis on tourism, agriculture, commercial and light industrial development.</p> <p>To ensure that an enabling environment for development in the Municipality is created;</p> <p>To ensure the sustainable use of land and the natural environment</p>	
Development Strategies	Development Objectives
<p>To ensure the appropriate and effective use of land through spatial planning initiatives and the implementation of the outcomes</p>	<p>Finalise and implement 1st Phase of LUMS (towns of Pongola and Ncotshane);</p> <p>Prepare and implement 2nd Phase of LUMS</p> <p>focusing on all areas of the Municipality outside</p>
thereof	<p>of the formal town areas of Pongola and Ncotshane;</p> <p>Ongoing liaison with ZDM and IMUF</p> <p>Facilitate the process to have Pongolapoort Dam developed in terms of the development plan</p> <p>Review the uPhongolo SDF (including its alignment with National, Provincial and District Municipality Plans, Policies and Strategies).</p>
<p>Ensure the sustainability and protection of the Municipality's Natural Resources</p>	<p>Source Funding for the Municipal Integrated Environmental Program;</p> <p>Expand and implement Weed eradication programme into Rural Areas;</p>
<p>To minimize the effect of natural and other disasters on communities</p>	<p>Revise and implement the uPhongolo Municipal Disaster Management Plan</p>

To cater for the economic and social development needs of youth, women, the disabled and the aged members of communities	Ensure that the municipal Procurement Policy is gender and disabled sensitive; Ensure that Municipal Employment Equity Plan is gender and disabled sensitive.
To facilitate economic growth and development within the municipal area	Capacitate LED Unit and supporting LED Structures; Source Funding for the uPhongolo Local Economic Development (LED) Plan; In conjunction with Dept of Agriculture, from whom funding should
	be sourced, prepare and implement Municipal Agricultural Development Plan; Prepare Nodal Framework Plans for all Nodes, as identified in the SDF; Investigate the Feasibility of establishing service and light industry at Pongola; Facilitate the establishment of the IDP Business Forum.
To market uPhongolo Municipal area to attract investment	Prepare and implement a Municipal Marketing Strategy
To promote uPhongolo as a tourism destination	Implement a Municipal Tourism Plan; Investigate the feasibility of Cross Border Tourism Initiatives - particularly around the Pongolapoort Dam and the Pongola River.
To promote SMME development in the Municipality	Encourage SMME development Support the establishment of sustainable SMME development through establishing advisory centres, training and exposure to funding sources.

Key Performance Area 4: Municipal Financial Viability and Management	
Development Goal	
To ensure sound Financial Management that will ensure alignment with the Municipality's IDP, in order to ensure efficient, effective and sustainable development	
Development Strategies	Development Objectives
Ensure that financial resources are efficiently and effectively allocated	Revise and implement Financial Plan; Ensure that the Budget (capital and operational) is aligned to the IDP (link to the preparation of Financial Plan, the Service Delivery Budget Implementation Plan (SDBIP) and the Integrated Capital Investment Plan); Review Integrated Capital Investment Plan (i.t.o. Capital Investment Policy).

Key Performance Area 5: Good Governance and Public Participation	
Development Goal	
To ensure that the developmental mandate of the municipality is understood by all the municipality's residents, role players and stakeholders; and To ensure that the Municipality, as an organization, operates effectively and efficiently in a transparent manner.	
Development Strategies	Development Objectives
To facilitate community development and involvement in all aspects of local governance	Involve Ward Committees, Traditional Authorities and Community Development Workers (CDWs) in the IDP processes; Conduct IDP Road Shows by Ward Councillors
To promote active participation of all political role players	Introduce Joint Bi-annual meetings between Council and the Amakhosi in the Municipal Area to discuss issues of

	mutual interest; Prepare and implement a Reimbursive Policy for transport and related expenses.
To promote community health and safety	Establish Community Safety Forum; Prepare and implement a Safety Plan for the Municipal Area

3. NATIONAL, PROVINCIAL & DISTRICT POLICY PERSPECTIVE

3.1 National Spatial Development Perspective

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003. The four principles of the NSDP are as follows:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment should therefore be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP places a lot of emphasis on the presence of institutional capacity to realize the developmental impact of any given area or identified resource that has developmental potential. As such, it distinguishes between the following categories of potential: (1) innovation and experimentation, (2) the production of high-value differentiated goods, (3) labour intensive mass-production, (4) public service and administration, (5) tourism and (6) commercial services and retail.

APPLICATION:

Apart from improved service delivery and ensuring a basic standard of living for all in the Municipality, a summary of the aim of the Municipal Key Performance Areas clearly links with the principles of the NSDP:

- The Local Economic Development Key Performance Area aims to establish economic growth and development in all economic sectors and to promote social development and community empowerment. It also focuses on the strengthening of the nodes in the Municipality while ensuring the equitable development of the rural areas through land reform, housing and service delivery.
- The spatial development vision for the Municipality is based on a hierarchy of functions for centres and nodes.
- The spatial implications of the NSDP has been addressed through the Spatial Development Framework

3.2 Kwazulu-Natal Provincial Growth And Development Strategy

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has as its purpose the provision of strategic direction for development and planning in the rovince. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

- Strengthening governance and service delivery
- Integrating investments in community infrastructure
- Sustainable economic development and job creation
- Developing human capability
- Developing a comprehensive response to HIV/Aids
- Fighting poverty and protecting vulnerable groups in society

The link between the PGDS goals and programmes and the uPhongolo Municipality is illustrated below:

TABLE 57: Alignment with KZN PGDS

PGDS		UPHONGOLO'S DEVELOPMENT STRATEGIES
Build a People Focused and Effective, Efficient Government	Programme 1: Good Governance	1. To facilitate community development and involvement in all aspects of local governance 2. To promote active participation of all political role players
	Programme 2: Transformation	1. To develop staff and councilor skills to ensure effective service delivery 2. To improve effective and efficient communication between internal staff and Councillors 3. To improve productive and accountable staff through an effective Municipal Performance Management System
Build the Economy	Programme 3: Competitive Investment	1. To facilitate economic growth and development within the municipal area 2. To market uPhongolo Municipal area to attract investment
	Programme 4: Local Economic Development	1. To facilitate economic growth and development within the municipal area 2. To market uMlalazi Municipal area to attract investment 3. To promote uMlalazi as a tourism destination
Reduce Poverty and Create Sustainable Communities	Programme 5: Sustainable Communities	1. To facilitate economic growth and development within the municipal area 2. To cater for the economic and social development needs of youth, women, the disabled and the aged members of communities 3. To ensure the provision, upgrading and maintenance of Infrastructure and Services to address Backlogs

		land through spatial planning initiatives and the implementation of the outcomes thereof
	Human Rights and AA	1. To facilitate community development and involvement in all aspects of local governance 2. To cater for the needs of human resources within the municipality
	Integration	1. Ward Committees and Development 2. To facilitate community development and involvement in all aspects of local governance
	Capacity Building	1. To facilitate community development and involvement in all aspects of local governance 2. To promote SMME development in the Municipality
	Science and Technology	GIS Development

3.3 Provincial Spatial & Economic Development Strategy

The Provincial Spatial & Economic Development Strategy aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities;
- Influence investment decisions of the private sector;

The PSEDS is intended as a guide to service delivery within the cluster to achieve the goals set in ASGI-SA: Halve poverty & unemployment by 2014. Principles of development and growth underpinning PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens.
- Basic services include health, education, housing, transport
- All areas of the province require development
- Certain areas of the province will drive economic growth
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth
- Four key sectors have been identified as drivers of economic growth in the province, namely:
 - The Agricultural sector (including agri-processing and land reform)
 - The Industrial sector (Including Manufacturing)
 - The Tourism sector
 - The Service sector (including government services)
- The logistics and transport sector (including rail) underpin growth in all four sectors.
- Sustainable and affordable water and energy provision is crucial to economic growth & development.

3.4 Zululand District Growth and Development Summit Action Plan

The table below reflects an extract from the District's Growth and Development Summit Action Plan.

Alignment between the extracted Action Plan and uPhongolo Municipality's Strategies, relating thereto are indicated in the table below:

TABLE 58: ZDM GDS Summit Action Plan and uPhongolo Municipality's Actions

Issue Description	Proposed Action	uPhongolo's Role
Health facilities at nodes	Arrange for interaction at the Planners Forum to align programmes between ZDM and Dept of Health	Participation in the Planners Forum.
Backlogs of water and sanitation at schools and clinics	<ul style="list-style-type: none"> - Arrange for interaction at the Planners Forum to align programmes between ZDM and Dept of Health - Identify backlogs and discuss backlogs of water and sanitation and schools and clinics and responses 	<ul style="list-style-type: none"> - Participation in the Planners Forum. - Obtain Ward Committee inputs regarding backlogs
Expedite tarring of roads (Nongoma - Pongola road as a priority)	Details on DoT strategic planning for road prioritization and influence reprioritization of key road project via Planners Forum.	Participation in the Planners Forum.
New initiative to benefit and details are required (Livestock Monitoring)	More information to be obtained on the livestock monitoring programme and to be distributing to the LM's. ZDM to obtain information and disseminate via Planners Forum	<ul style="list-style-type: none"> -Participation in the Planners Forum. -Keep Ward Councillors updated on program
Need for housing alignment (planning and infrastructure) at district level.	Involve LM's through the ZDM Planners Forum, specifically with regard to water and sanitation.	<ul style="list-style-type: none"> -Participation in the Planners Forum. -Implement Municipal Housing Plan
Funding for water and sanitation at housing projects not adequate through the current subsidy	<ul style="list-style-type: none"> - Interaction with National Department to identify alternative sources to fund services above RDP level - Policy issue to be clarified in respect of MIG and Housing funding 	<ul style="list-style-type: none"> - Participation of Municipal PMU unit - Participation of Ward Councillors to provide information and keep beneficiaries updated
Pongola water and sewage works at capacity and additional connections cannot be made	Need to source funding for the expansion of Pongola water and sewage works.	Keep focus on issue as it is critical for the development of the municipality
Vehicle to facilitate interaction and alignment	<ul style="list-style-type: none"> -Relook TOR for Planners Forum and frequency of meeting - Consider role of proposed communication forum 	Participation in the Planners Forum
Pongolapoort / Jozini <ul style="list-style-type: none"> - Land ownership issue around dam - Obstacles to be removed that hinder plan implementation 	<ul style="list-style-type: none"> MMs to communicate with DLA in respect of land ownership issues - Present IMUF with a list of projects that can be implemented, completely 	<ul style="list-style-type: none"> -Participate in IMUF - Assist ZDM with provision of Information - Prepare to provide services once the Township has been established.

<ul style="list-style-type: none"> - Candover market stalls - Transfrontier Park - PPP - Golela development - Expedite water provision to Gumbi area - Proposed lodge development at Gumbi requires services - Agreement needed in respect of project prioritization 	<ul style="list-style-type: none"> packaged projects. - IMUF to comment on applications - Need for alignment with Swaziland strategies to be addressed through IMUF - Need to align projects with TFP to be addressed through IMUF - PPP to be pursued through IMUF - Planners Forum to consider submitted Golela plan and make recommendations to LM's in respect of economic development and services - Monthly information sharing sessions with Gumbi community - Gumbi phase 2 funding assistance needed - ZDM to participate in DEAE Grant Approval Committee 	<ul style="list-style-type: none"> - Proceed with Housing Application once the Township has been established. - Attend Monthly information sharing sessions with Gumbi community - Ensure implementation of Pongolapoort Development Plan
Ithala	<ul style="list-style-type: none"> -Lack of physical access to node to be addressed - Business Plan for funding to be prepared - Revitalize Ithala Expansion Project 	<ul style="list-style-type: none"> Participate in all structures Support access from N2 Support Ithala Expansion
Details of areas that require inputs outside the three nodes.	Planners Forum to obtain “other focus areas” from LM's that require inputs and support and alignment	Participation in the Planners Forum
Clarity needed with regard to rollout of ABP of DLA	Alignment with DLA on ABP through the Planners Forum	Participation in the Planners Forum
IMUF- Planning for water services and Mandlakazi Regional Scheme	Scheme at Pongolapoort Dam wall to become a significant regional scheme water works to supply ZDM and Umkhanyakude	<ul style="list-style-type: none"> Participation in the Planners Forum. Ensure implementation of Pongolapoort Development Plan
Rural Action Groups	Rural Action Group concept to be investigated by the Planners Forum	Participation in the Planners Forum.
Uncoordinated administration of Development Applications	<ul style="list-style-type: none"> - Planners Forum to draft procedure manual - Manual to be referred to Municipal Manager's Forum for adoption 	<ul style="list-style-type: none"> Participation in the Planners Forum. Participation in the Municipal Manager's Forum
Shared services opportunities to be	Municipal Managers Forum to investigate and act accordingly	Participation in the Municipal Manager's Forum

identified		
Involvement of sector departments	Planners Forum to target sector departments individually and expand cooperation and alignment	Participation in the Planners Forum.
Opportunities presented by ZDM GIS	- Create awareness - Improve support	Support GIS Shared service

E. OVERVIEW OF SPATIAL DEVELOPMENT FRAMEWORK.

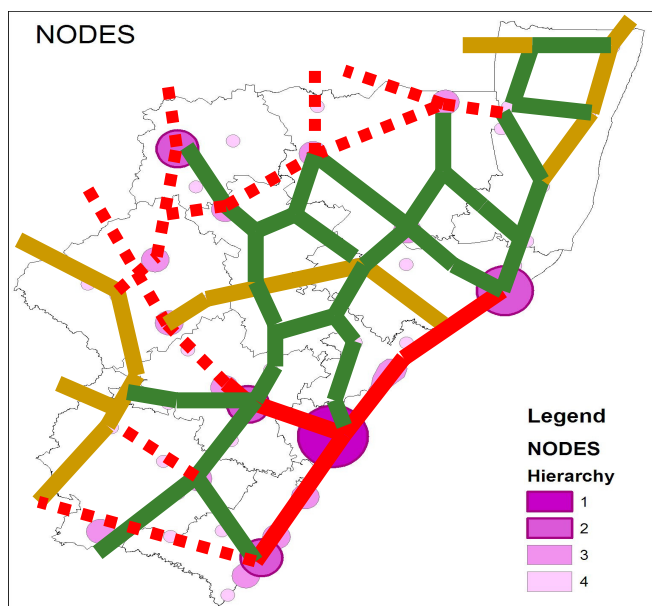
1. ROLE AND PURPOSE OF THE SDF

Section 35(2) of the MSA No. 32 of 2000, stipulates that an SDF, as contained in the IDP, will prevail over a plan defined in Section 1 of the Physical Planning Act No. 125 of 1991, alias the old guide plans. The SDF therefore has statutory power once the IDP is adopted by Council and will guide all land use management within the municipal area.

The purpose of an SDF is not to infringe existing land rights but to guide future land uses. No proposals in this plan create any land use right or exempt anyone from his/her obligation in terms of any other Act controlling land use. The map should be used as a schematic representation of the desired spatial form to be achieved by the municipality in the long term. The boundaries created through this process should therefore be left for interpretation and not be scaled.

The preparation of the SDF also has to be seen in context of the KwaZulu-Natal PSEDs (Provincial Spatial Economic Development Strategy). In essence, the location of the Municipality in relation to the mooted agricultural corridor is of importance as can be seen from the inset hereunder:

Figure 6: Agricultural Corridor



While it is the purpose of the Spatial Development Framework (SDF) to provide location for the physical / spatial development of the municipality, it provides by nature also the physical expression of social, economic, environmental, institutional etc development.

The establishment of an appropriate SDF is therefore an essential component of the IDP. Since the SDF covers the physical / spatial development of the entire municipality, it can only provide limited detail and is primarily concerned with the location and interrelationship of individual development components, e.g. urban development, agriculture, development corridors, development nodes, environmental issues etc. Further detail guidance would, where appropriate, have to be established in precinct plans covering specific areas.

In order to provide some initial guidance for various development aspects, and to explain development approaches established in this SDF, the following contains however some detail explorations for selected development aspects and areas.

2. GUIDING PRINCIPLES

The SDF has been prepared taking due cognizance of a number of principles that are borne in legislation and policies. These principles are summarized hereunder:

- Balance between urban and rural land development.
- Urban and rural areas should be developed in support of each other.
- The discouragement of urban sprawl by encouraging settlement on serviced land within existing nodes.
- The direction of new development towards logical infill areas.
- Rural settlements should be developed to an acceptable standard of services and infrastructure.
- Compact urban form is desirable.
- Development should integrate social, economic, institutional and environmental aspects.
- Sensitive, vulnerable, highly dynamic or stressed ecosystems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.
- Development should be within limited resources (financial, institutional and physical).
- Stimulate and reinforce cross boundary linkages.
- A Spatial Development Framework (SDF) should indicate areas where strategic intervention is required and should act as marketing tool to indicate where development can be promoted.

3. PHYSICAL / SPATIAL DEVELOPMENT VISION

Emanating from the broader development vision established in the Integrated Development Plan, the physical and spatial development vision is suggested to provide the following guidance:

- The future development of the uPhongolo Municipality will be structured such as to provide upliftment of and involvement in the economic and social development of all sectors of the community.
- The future development will ensure that the natural resources of the municipality, which form the basis for much of the existing and potential economic development, are appropriately protected and maintained.

4. CENTRE STRATEGY

Following an outline of a service centre strategy which has been developed some time ago within the provincial context and which is appropriate to the establishment of the district and local SDF. The terminology is suggested to replace other previously utilised terms and would be applicable to both district and local SDF.

DISTRICT CENTRE, i.e. the municipal and administrative centre of the district, providing services to the entire district, depending on the location of the centre providing also a high level of economic development, being easily accessible from all areas of the district.

PRIMARY CENTRE, i.e. the main centres of the local municipalities within the district, serving generally a radius of 25 km, providing most services and activities required at the local municipality level, being appropriately located to be easily accessed by the majority of the residents of the municipality, appropriate public transport providing accessibility for weekly and monthly requirements.

SECONDARY CENTRE, i.e. nodal development serving several local communities with above-local level facilities, amenities and activities, serving generally a radius of approximately 10km providing services required on a weekly to monthly basis, depending on the conditions of a local municipality, the municipality would accommodate two to four such nodes.

TERTIARY CENTRE, i.e. strictly local community centre providing for the basic needs of a community in terms of education, health, recreation, civic and economic activities, depending on local conditions serving an area of 2 - 5 km radius, potentially accessed by the residents of the community on daily basis.

It should be noted that local conditions may require a variation of the above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres.

5. ACCESS, DEVELOPMENT CORRIDORS AND NODES

The SDF provides indication of three levels of access hierarchy, i.e.:

- **PRIMARY CORRIDOR**, consisting of the N2, providing the highest level of internal and external linkage and visibility, potential location of major development components serving the entire municipality including the primary centre, location of urban development, where appropriate development should initially be clustered around interceptory points,
- **SECONDARY CORRIDOR**, consisting of the P522 from the N2 to Jozini and beyond, the P46 from the N2 in the east to Magudu and Louwsburg in the west, the P52 from Pongola to Ulundi and the road from Pongola to Swaziland, providing major internal and external linkage, potential location for secondary and tertiary nodes, substantial development components requiring good access,
- **TERTIARY CORRIDOR**, consisting largely of local access roads providing location for tertiary and local development.

DEVELOPMENT NODES

The SDF indicates three levels of development nodes, i.e.:

- **PRIMARY DEVELOPMENT NODE**, consisting of Pongola as the municipal centre, envisaged to accommodate activities and facilities serving the entire municipality, see also separate detail explorations,
- **SECONDARY DEVELOPMENT NODE**, consisting of Belgrade and a node halfway between Belgrade and Pongola, envisaged to serve the surrounding region and making usage of their location along the N2, see also separate detail explorations,
- **TERTIARY DEVELOPMENT NODE**, strictly local service node serving the surrounding communities, mostly based on a collection of existing local facilities and activities, see also separate detail explorations.

TRADITIONAL SETTLEMENT

The SDF indicates the extent of the traditional settlement areas, it suggests the location of relevant secondary and tertiary nodes and corridors and provides some detail explorations concerning the envisaged growth of traditional settlement.

TOURISM DEVELOPMENT

Consisting of the most extensive land use in the municipality, game ranches and reserves of various calibers extend throughout the southern part of the municipality from the Pongolapoort Dam in the east to the Ithala Nature Reserve in the west.

It needs to be ensured on the one hand that the various tourism initiatives are compatible with each other that they are not detrimental to the wider environmental considerations, and that opportunities are created for the inclusion of traditional communities in appropriate tourism ventures.

A separate planning initiative, the Pongolapoort Dam Local Development Plan taking place in parallel to the SDF, identifies specific tourism and development opportunities around the dam and in the eastern part of the municipality.

COMMERCIAL AGRICULTURE

Located substantially around Pongola and the Pongola River, the municipality contains significant areas of commercial agriculture. The activities take mostly place in areas of flat to reasonable topography providing opportunities for irrigation. While much of the agricultural activities consist of sugar cane farming, smaller areas of are under citrus and crop planting. Being one of the major economic developments in the municipality, it would be important on the one hand to create additional opportunities for appropriate commercial agriculture, while on the other hand establish more efficient community-based activities in the traditional settlement areas. In all instances, agricultural development should be based on relevant environmental considerations and not be detrimental to the maintenance of the natural environment.

ENVIRONMENTAL CONSIDERATIONS

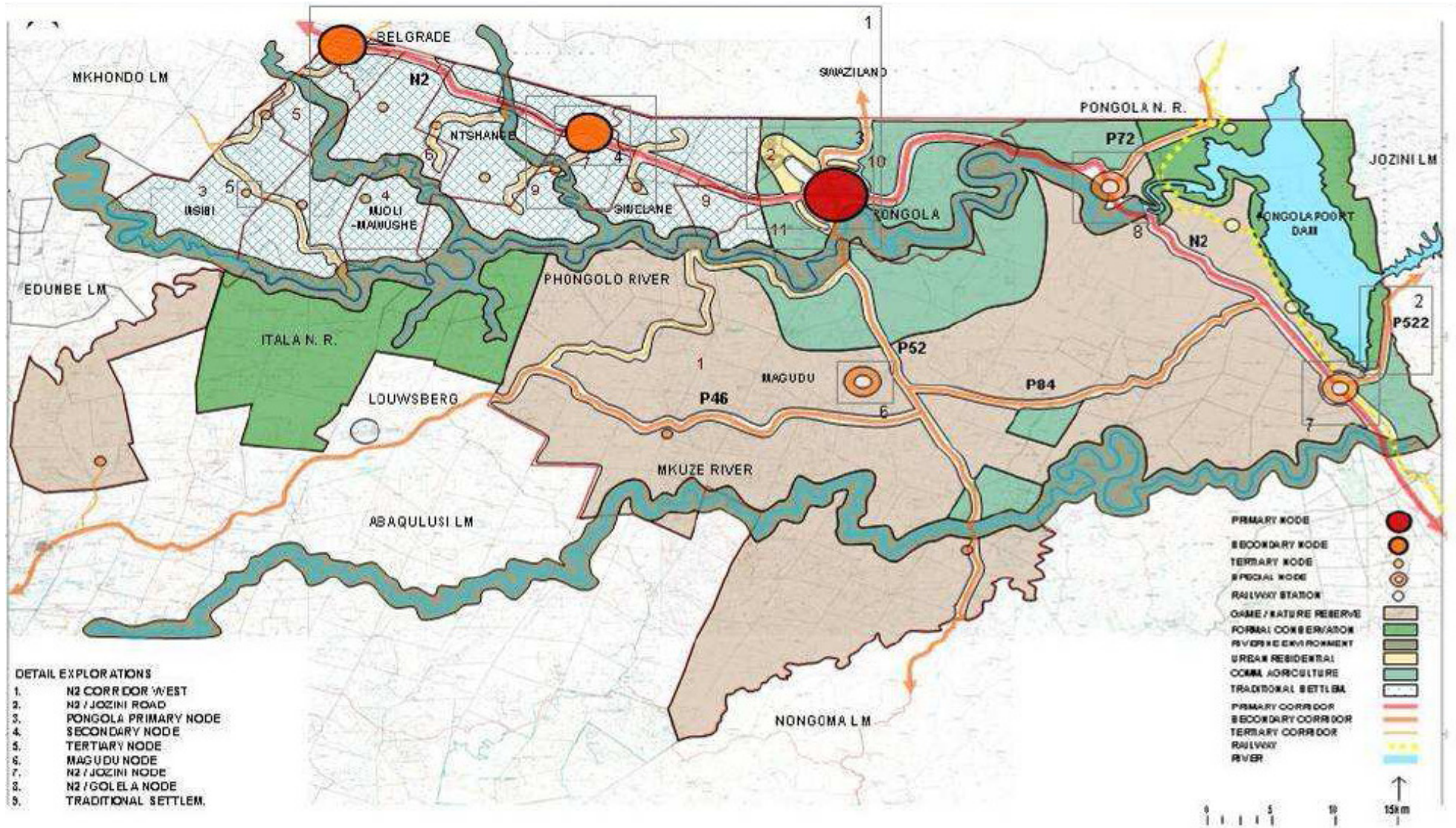
A functioning natural environment forms one of the most significant bases for the economic development of the municipality in terms of agricultural and tourism / recreation activities. It is therefore imperative that a culture of appropriate protection of the natural environment is developed in all spheres of the community.

The SDF maps existing areas of formal conservation at the municipal level. It also suggests that the riverine environment of all major and minor rivers, areas of steep topographic conditions and significant landscapes need to be protected appropriately. “Appropriate protection” is however not suggested to signify a no-touch approach, but rather ensuring sensitive natural environment. The detail explorations forming part of this SDF provide some indications of the areas concerned.

Environmental considerations are however suggested to extend beyond the natural environment and include the creation of decent built environments. This is applicable to both urban environments such as Pongola, Belgrade etc as well as peri-urban and rural contexts. While the SDF by nature provides broad principles and approaches, the attached detail explorations are intended to provide some examples of approaches to built

environments in different circumstances. They relate primarily to the creation, over time and through a continuous development process, decent human living environments being both functional and attractive, while at the same time integrating the natural environment. Further details should be established at the level of precinct plans and local urban design framework.

Map 16: Spatial Development Framework



SPATIAL DEVELOPMENT FRAMEWORK

6. LUMS ROLL OUT

In order for a municipality to effectively manage its area with respect to the use and conservation of land, it needs an appropriate method of land management. What the LUMS expansion into the rural areas will aim to achieve, is to consolidate the various fragmented land management systems within the Municipality, into a single, uniform, but flexible system, which can be applied across the Municipality. The Municipality needs to obtain funding to complete LUMS for implementation. COGTA has appointed a services provider to assist the Municipality with completing phase 1 of the LUMS. This phase will lead to comprehensive schemes for

- The existing Pongola town planning scheme area
- Ncotshane
- Gollel
- Magut
- Ilovo Sugarmill Village
- Pongola Poortdam

It is envisaged that this phase of the LUMS will be completed by March 2013.

The need for LUMS originates from the Municipal Systems Act (Act 32 of 2000), as well as the National Land Use Bill, requiring of each municipality to prepare a single LUMS for the area within its jurisdiction. The preparation of a Land Use Management System for the municipality must be undertaken in terms of the Provincial Guidelines prepared by the KwaZulu-Natal Planning and Development Commission and must aim to:

- Establish a single Land Use Management Scheme for the urban and rural areas of the Municipality;
- Consolidate existing planning schemes and Land Use Management Guidelines into the Provincial recommended format, and
- Provide a system of appropriate zonings and land use categories, as well as management areas for different land uses in the Municipality to enable effective land use management in the urban, peri-urban and rural areas of the Municipality.

In addition, LUMS should also aim to establish awareness amongst communities to promote the sound use and management of land, which will result in the sustainable use of resources within a municipality, and therefore, it is essential that an appropriate level of participation and consultation be undertaken to make the LUMS a success.

F. SECTOR INVOLVEMENT

The following sector departments/service providers have been requested to provide input into this component of the IDP Review:

TABLE 59: Summary of Input by Sector Departments

Department	Comment
Department of Land Affairs	
Department of Social Development	
Eskom	
Department of Transport	
Department of Health	
Department of Education	
Department of Housing	
Department of Agriculture and Environmental Affairs: Environmental	
Department of Agriculture and Environmental Affairs: Agriculture	

The Municipality is regularly updating the above table, and targeting Departments for information, specifically regarding their standard or strategies for project identification. This section will be updated on an ongoing basis. The information is usually obtained from the ZDM.

1. ESKOM

The following projects details were obtained from Eskom for the Municipal area for the 10/11 financial year:

Table 60: Eskom Projects 2010/2011

P_NAME	Rev_Cost	WARD_NO_10
Prudentie	R837,000	6
Vryheid 04 NU	R1,364,000	1
Draaiom Trust	R914,500	1
Sibiyangenkomo	R1,633,552	3
Orangedaal	R1,891,533	3
Emanyandeni ext	R4,991,000	6
Altona	R8,618,000	3
INQABAYAMANTUNGWA	R3,472,000	5
MGWADLU (KLIPWAL)	R15,717,000	6
Pongola group	R9,703,000	11
Ngotshe 05 NU	R1,736,000	1
Candover	0	1
Cotlands	0	1

Magudu	0	1
Mpakama	0	
Zwenyama	0	
Esidakeni	0	

The projects in the following table has been submitted by Eskom for the financial year 2012/2013

Table 61: Projects Identified by Eskom for Financial year 2012/2013

PROJECT NAME	Project ID	Municipality
Gezisa Ndumo 132kV Line - N070006	ET-STM-0707-0621-00004	Uphongolo
Candover -Mbazwana 65km 132kV Wolf Line Establish	ET-STM-0912-1390-00003	Uphongolo
Pongola -Candover 132kv line	ET-STM-0903-1199-00001	Uphongolo
Golela 132kv line Loop in Loop Out	ET-STM-1334-00002	Uphongolo
Gezisa 132/22kV SS Establishment	ET-STM-0707-0621-00005	Uphongolo
Golela Border post 20MVA 132kv Substation	ET-STM-0909-1334-00001	Uphongolo
Candover 132kv line bay	ET-STM-0903-1199	Uphongolo
Mbazwana 132/22kV (1x20MVA) SS Establish	ET-STM-0912-1390-00001	Uphongolo
Candover 132kv Switching Station Add Feeder Bay	ET-STM-0912-1390-00005	Uphongolo

2. DEPARTMENT OF TRANSPORT

2.1 Vision

The KwaZulu-Natal Department of Transport's vision is:

“Prosperity through mobility.”

This means that all activities of the department and the manner in which the department delivers services to communities should increase the wealth and quality of life of all citizens of the province.

2.2 Mission statement

The mission of the department is to provide the public with an integrated and accessible road and public transport infrastructure, to promote road and public transport safety and ensure that, in delivering on its mandate, the department meets the developmental needs of this province.

Furthermore, the department strives to promote transparent and accountable government, plan in accordance with the needs of its customers, and ensure effective, efficient and transparent delivery of services through appropriate involvement of the public, and through regular and accurate reporting.

2.3 Strategic objectives

The strategic community outcomes of the department are as follows:

- An equitable, affordable, safe and well managed transportation system;
- An equitable and economically empowered construction and transportation industry;
- Improved quality of life;
- Good governance; and
- Community supported transportation service delivery.

2.4 Core functions

Turning the vision of the department into reality can only be achieved by focusing the attention and energy of all employees and relevant stakeholders on the performance of its core functions, namely:

Road infrastructure

The department's mandate is to construct and maintain a balanced road network that meets the mobility needs of the citizens of KwaZulu-Natal, and supports the national and provincial growth and development strategies.

Public and freight transport

The department's mandate is to regulate public transport and ensure public access to safe, efficient and affordable public transport. The department is further mandated to facilitate development in the freight transport industry and the minimisation of negative externalities resultant from the transport of freight.

Traffic management

The department's mandate is to create a safe road environment through the reduction of road accidents. The main services rendered by this programme include road traffic enforcement, road safety education and the analysis and re-engineering of hazardous locations and the registration and licensing of vehicles.

Own revenue

The department's revenue, amounting to an estimated R1.031 billion in 2009/10, accrues to the Provincial Revenue Fund. This revenue is largely derived from tax receipts collected in terms of the Road Traffic Act.

2.5 2011/12 Transfers to Municipality

Table 62: Priorities for 2012/2013 - 2014/2015 - Transport

PRIORITIES FOR 2012/13 - 2014/15**LOCAL ROAD, CAUSEWAY AND REGRAVELS**

2012/2013 BUDGET	<u>Local Roads and Causeways</u>												
	KZ	Contract Description	Budget	Grade	Measure (km / m2 / no)	Target Output	Location	Road Number	From _km	To _km	Tribal Auth area	Inkosi names	Ward
	KZ2 62	Ext.Sibhedlu	R 750,000	3CE	km	2.00	Nyawushane - Phongolo	Ext.Sibhedlu	2.10	4.10	KwaNdlangaman dla	Ndlangamandla	4 & 12
	KZ2 62	Mbekakanye	R 750,000	3CE	km	2.00	Mbekakanye -Phongola	Mbekakanye	0.00	2.00	kwaNtshangse	Ntshangase	13
	KZ2 62	Masundwini c/w	R 200,000	1CE	no.	1.00	Emadanyini - Phongola	Masundwini causeway	0.00	0.00	kwaSimelane	Simelane	9
		Allocation Total	R 1,700,000										
		Budget Total	R 1,700,000										
		Allocation under / over budget	R 0										
	<u>Regravels</u>												
	KZ	Contract Description	Budget	Grade	Measure (km / m2 / no)	Target Output	Location	Road Number	From _km	To_k m	Tribal Auth area	Inkosi names	Ward
	KZ2 62	D1867	R 1,210,000	3CE	km	3.20	Emanyandeni - Phongola	D1844	0.00	3.20	KwaNdlangaman dla	Ndlangamandla	12
	KZ2 62	A3435	R 937,500	3CE	km	2.50	Ezindlulamith ini	A3435	0.00	2.50	kwaDlangamandl a	Dlangmandla	12
	KZ2 62	D1933	R 750,000	3CE	km	2.00	Esitilo - Phongola	D1933	0.00	2.00	Farmers	Farmera	14
	KZ2 62	D370	R 2,000,000	Periodi c	km	5.00	Pongola Farmers	D370	0.00	5.00	Farmers	Farmera	11
	KZ2 62	D1864	R 1,700,000	Periodi c	km	4.50	KwaShoba -Phongola	D1864	0.00	4.50	kwaSimelane	Simelane	8
	KZ2 62	P84	R 750,000	3CE	km	2.00	Candover	P84	9.00	2.00	KwaGumbi	Gumbi	14
KZ2 62	D1865	1,125,000.00	3CE	km	3.00	Phondwane	D1865	0.00	3.00	kwaNtshangse	Ntshangase	7&8	
KZ2	A1213	1,500,000.00	3CE	km	4.00	Vimbemshiye	A1213	0.00	4.00	KwaSibiya	Sibiya	3	

KZ262	62												
	KZ262	D1868 contract 1	750,000.00	2CE	km	2.00	Ntumbane	D1868	0.00	2.00	KwaMavuso	Mavuso	3&6
	KZ262	D1868 contract 2	1,500,000.00	3SE	km	4.00	Ntumbane	D1868	2.00	4.00	KwaMavuso	Mavuso	3&6
	KZ262	P298	750,000.00	2CE	km	2.00	Mpakama	P298	0.00	2.00	KwaGumbi	Gumbi	14
	KZ262	P84	1,583,324.00	3CE	km	4.00	Candover	P84	0.00	4.00	KwaGumbi	Gumbi	14
	KZ262	D429	1,500,000.00	Periodic	km	3.50	Okhozi	D429	0.00	3.50	Farmers	Farmera	11
		Allocation Total	R 16,055,824										
		Budget Total	R 16,055,824										
		Allocation under / over budget	R 0										

2013/2014 BUDGET	Local Roads and Causeways												
	KZ	Contract Description	Budget	Grade	Measure (km / m2 / no)	Target Output	Location	Road Number	From_km	To_km	Tribal Auth area	Inkosi names	Ward
	KZ262	Ukhahlamba	R 635,000	3CE	km	1.50	Kwashoba	Ukhahlamba RD	0.00	1.50	KwaSimelane	Simelane	8
	KZ262	Ezibayeni	R 635,000	3CE	km	1.50	Kortne	Ezibayeni	0.00	1.50	KwaMavuso	Mavuso	6
	KZ262	Mavithi	R 594,865	3CE	km	1.40	Mavithi	Mavithi	0.00	1.40	KwaSimelane	Simelane	11
	KZ262												
	KZ262												
	KZ262												
		Allocation Total	R 1,864,865										
		Budget Total	R 1,864,865										
		Allocation under / over budget	R 0										
	Regravels												
	KZ	Contract Description	Budget	Grade	Measure (km / m2 / no)	Target Output	Location	Road Number	From_km	To_km	Tribal Auth area	Inkosi names	Ward

KZ262	D1867	R 2,040,500	Period ic	km	5.30	Kwakhuphunyawo	D1867	0.00	5.30	KwaSibiya	Sibiya	3&5
KZ262	D1937	R 1,732,500	3CE	km	4.50	Mnyama	D1937	0.00	4.50	Farmers	Farmers	11
KZ262	D1929	R 1,732,500	3CE	km	4.50	Emadanyini	D1929	0.00	4.50	KwaSimelane	Simelane	9
KZ262	D565	R 1,270,500	3CE	km	3.30	Mpakama	D565	0.00	3.30	Farmers	Farmers	1
KZ262	D1863	R 1,183,500	3CE	km	3.10	Emkhwakhweni	D1863	0.00	3.10	Kwantshangase	Ntshangase	13
KZ262	D1937	R 1,155,000	2CE	km	3.00	Mnyama	D1937	0.00	3.00	Farmers	Farmers	11
KZ262	D1864	R 1,155,000	2CE	km	3.00	Kwashoba	D1864	0.00	3.00	KwaSimelane	Simelane	8
KZ262	Lubhalo	R 808,500	2CE	km	2.10	Kwashoba	Lubhalo	0.00	2.10	KwaSimelane	Simelane	8
KZ262	L125	R 1,155,000	2CE	km	3.00	Dwarland	L125	0.00	3.00	KwaButhelezi	Buthelezi	1
KZ262	D1930	R 1,540,000	3CE	km	4.00	Emphafeni	D1930	0.00	4.00	KwaSimelane	Simelane	9
KZ262	P84	R 1,155,000	2CE	km	3.00	Candover	P84	0.00	3.00	KwaGumbi	Gumbi	14
	Allocation Total	R 14,928,000										
	Budget Total	R 14,928,000										
	Allocation under / over budget	R 0										

2014/2015 BUDGET	Local Roads and Causeways											
	KZ	Contract Description	Budget	Grade	Measure (km / m2 / no)	Target Output	Location	Road Number	From_ km	To_ km	Tribal Auth area	Inkosi names
	KZ262	Mvokweni	R 700,000	3CE	km	2.00	Emvokweni	Mvokweni Rd	0.00	2.00	KwaGumbi	Gumbi
	KZ262	Esigqumeni	R 714,865	3CE	km	2.00	Esigqumeni	Esigqumeni Rd	0.00	2.00	KwaMsibi	Msibi
	KZ262											
	KZ262											
	KZ262											
	KZ262											
	KZ262											
	KZ262											
		Allocation Total	R 1,414,865									
		Budget Total	R 1,414,865									

		Allocation under / over budget	R 0										
	<u>Regravels</u>												
	KZ	Contract Description	Budget	Grade	Measure (km / m2 / no)	Target Output	Location	Road Number	From_ km	To_ km	Tribal Auth area	Inkosi names	Ward
	KZ262	Mthunzini	R 2,500,000	Period ic	km	6.00	Emthunzini	Mthunzini Rd	0.00	6.00	kwaButhelezi	Buthelezi	1
	KZ262	D1863	R 1,700,000	3CE	km	4.50	Emkhwakhweni	D1863	0.00	4.50	KwaNtshangase	Ntshangase	13
	KZ262	D429	R 1,155,000	Period ic	km	3.00	Pongolo Farmers	D429	0.00	3.00	Farmers	Farmers	11
	KZ262	D1865	R 1,700,000	Period ic	km	2.50	Phondwane	D1865	0.00	2.50	KwaNtshangase	Ntshangase	8
	KZ262	D1862	R 1,583,324	3CE	km	3.50	Esigqumeni	D1862	0.00	3.50	KwaMsibi	Msibi	3
	KZ262	A1219	R 1,548,000	3CE	km	4.00	Khiphunyawo	A1219	0.00	4.00	KwaSibiya	Sibiya	5
	KZ262	D 1868 contract1	R 2,709,000	Period ic	km	7.00	Ntumbane	D1868	0.00	7.00	KwaMavuso	Mavuso	3&6
	KZ262	D 1868 contract1	R 580,500	3CE	km	1.50	Ntumbane	D1868	7.00	8.50	KwaMavuso	Mavuso	3&6
	KZ262	A3437	R 1,354,500	3CE	km	3.50	Manyandeni	A3437	0.00	3.50	KwaNdlanga-mandla	Ndlangama ndla	12
	KZ262	P84	R 1,006,200	2CE	km	2.60	Candover	P84	0.00	2.60	KwaGumbi	Gumbi	14
	KZ262	D1930	R 1,548,000	3CE	km	4.00	Emphafeni	D1930	0.00	4.00	KwaSimelane	Simelane	9
	Allocation Total	R 17,384,524											
	Budget Total	R 17,384,524											
	Allocation under / over budget	R 0											

3. DEPARTMENT OF HUMAN SETTLEMENT

3.1 Vision

The vision of the KwaZulu-Natal Department of Human Settlement is: Innovative champions of change in the housing sector to improve the quality of life for all in KwaZulu-Natal.

3.2 Mission Statement

The mission statement of the KwaZulu-Natal Department of Human Settlement is to create an enabling environment for the development of sustainable human settlements in partnership with stakeholders to improve the quality of life for all in KwaZulu-Natal.

3.3 Strategic objectives

The strategic objectives set by the department are to:

- Eradicate slums in KwaZulu-Natal by 2014;
- Strengthen governance and service delivery;
- Ensure job creation through housing delivery;
- Accelerate housing delivery in rural areas;
- Accelerate the Hostel Redevelopment and Upgrade Programme;
- Create rental/social housing opportunities;
- Build the capacity of housing stakeholders (especially municipalities);
- Promote home-ownership;
- Provide housing for vulnerable groups including those affected by HIV and AIDS;
- Ensure the provision of incremental housing;
- Implement a Financial Services Market Programme; and
- Restore dignity to military veterans through decent housing

3.4 Core functions

The following core functions have been identified as key for the attainment of the strategic objectives:

- To promote the provision of housing development;
- To promote the provision of affordable housing and essential services;
- To manage, control and maintain the immoveable assets of the department;

- To administer and manage housing subsidies of targeted groups;
- To research, establish, monitor and implement policies within the National Housing Policy Framework;
- To formulate a Provincial Housing Development Plan for the province;
- To facilitate and create housing institutions;
- To provide legal advice on land and environmental issues;
- To administer and co-ordinate the Hostel Redevelopment and Upgrade Programme;
- To administer the clearance of slums in the Province of KwaZulu-Natal; and
- To capacitate housing stakeholders.

3.5 Key focus

This section looks at the key focus areas, outlining what the department is hoping to achieve, as well as briefly looking at challenges and proposed new developments.

3.5.1 Building Capacity within the Housing Environment

One of the challenges with regard to service delivery over the past financial years has been capacity constraints (both internal and external). As a result, the department has identified a critical action plan that needs to be implemented to address this issue, which includes the following measures:

- The re-skilling of internal staff. This will entail implementing a Skills Programme to close the skills gap within the department. This gap will be identified through a process which will entail job profiling and a skills audit process;
- Developing the built environment by encouraging structured joint ventures with other housing stakeholders during the implementation of housing projects;
- Implementing capacity building programmes for external stakeholders of the department, such as consumer education and awareness programmes, traditional leaders training, Youth Empowerment programmes, etc.; and
- Maximising the use of local resources to stimulate local economic development through departmental procurement processes.

3.5.2 Rural Subsidy Mechanism

The department will continue to provide rural subsidies throughout the province in order to ensure alignment with the sustainable human settlement approach. This approach is where the department builds houses in areas of economic activity and where social facilities are available.

3.5.3 Hostel Redevelopment and Upgrade Programme

During 2008/09, the department launched the Community Residential Units (CRUs) programme, which replaces the old Hostel Upgrade and Redevelopment programme. The CRUs are geared towards providing a coherent approach to dealing with different forms of public residential accommodation. It enables the department to consistently provide secure and stable rental tenure for lower income persons in good locations, and forms the basis for transition to the formal housing market.

The objectives of the CRUs programme are to stabilise the housing environment and market, support integration of public housing into the broader housing market and environment, and ensure the creation of sustainable public housing assets.

3.5.4 Slums Clearance

The department will continue with its aim of clearing slums in 2009/10, by the identification of areas in keeping with the Elimination and Prevention of the Re-emergence of Slums Act, in order to make progress towards meeting the objective of eradicating all slums by 2014.

3.5.5 Social Housing Programme

The Social Housing Programme seeks to provide a rental or co-operative housing option to low-income people, at a level which requires institutional management and which is to be provided by accredited housing institutions in designated restructuring zones. This programme is new, but has potential to grow on condition that the necessary management capacity is created.

This programme requires institutional management and co-ordination between the National Department of Housing, provincial departments, municipalities and social housing institutions.

The department will be looking into this in 2009/10, in order to ensure that projects identified are successfully implemented.

3.5.6 KZN Innovation Hub

The department will be implementing the Innovation Hub concept for the Province of KZN. The initiative is aimed at broadening and promoting a variety of products utilised within the housing sector, with particular emphasis on products that promote sustainable development. This will entail the establishment of a centre for innovative designs and technological solutions for low to middle and high income housing. The centre is not only aimed at displaying housing products, but also aims to house facilities for product testing.

3.5.7 Enhanced Extended Discount Benefit Scheme (EEDBS)

The EEDBS was introduced to assist people to acquire state financed rental housing, to help existing sales debtors to settle the balance on purchase prices of properties acquired from the public sector, or to repay publicly financed credit that had been used for housing purposes.

This programme applies to state financed properties first occupied before 1 July 1993, and stands or units contracted by 30 June 1993 and allocated to individuals by 15 March 1994. The programme entails discounting an amount up to the prevailing housing subsidies on the loan/purchase price/purchase price balance of the properties in question.

All departmental properties are being handled 'in-house', and applicants are being visited and invited to the department's offices to complete applications. Municipalities are being provided with all the support they require to proceed with transfers of their own properties.

3.5.8 Rental Housing Programme

During the year, the department will be developing the Rental Tribunal Corporate Identity (the Rental Housing Unit) which will ensure that the unit is better positioned to achieve its stated objectives. These objectives fall in line with the objectives of Programme 4: Housing Assets Management, Property Management, which aims that all properties will, on a progressive basis, either be transferred to individual occupants in terms of the EEDBS, or be disposed of in the open market.

Some of these properties will also be devolved to the municipalities. In cases where a transfer is not possible, such stock will remain rental stock, and the allocation includes a provision for maintenance thereof.

3.6 MTEF Transfers to Municipalities

The only project indicated by the Department is the Ncotshane Project Linked Subsidy Project with 1100 beneficiaries and a cash flow of R 13,369,440 for the 2011/12 financial year. The Department has also allocated funds for Capacity Building - Flanders Programme.

2010/11	2011/12	2012/13
R 170 000	R 180 000	R 189 000

4. DEPARTMENT OF AGRICULTURE AND ENVIRONMENTAL AFFAIRS

4.1 Vision

The vision of the Department of Agriculture and Environmental Affairs (DAEA) is:

A champion for prosperous agricultural productive land use, food security and environmentally sustainable livelihoods.

4.2 Mission Statement

The department will provide quality agricultural, veterinary, environmental and conservation Services to the people of KwaZulu-Natal, together with its partners and communities.

4.3 Strategic Objectives

The strategic objectives of the department are as follows:

- Improved local, national and international trade access and competitiveness;
- Provision of food security;
- Farmer development and support;
- Integrated sustainable natural environmental management; and
- Integrated and transformed service delivery.

4.4 Core Functions

The department continues to focus on the sustainable growth of agricultural development initiatives, and the sustainable use, conservation and protection of environmental resources for sustainable livelihoods, through the following core functions:

Agricultural Development Services

- To promote a transformed and viable agricultural industry through sustainable land use;
- To provide extension, analytical and specialist advisory services to farmers and other stakeholders;
- To provide and support the development of infrastructure for sustainable agriculture;
- To undertake appropriate research and development to advance agriculture;
- To develop agricultural programmes that support the empowerment of vulnerable groups;
- To develop a master sector plan to provide support to municipalities; and
- To develop systems for the effective administration of state land.

Environmental Management

- *To ensure integrated sustainable environmental planning;*
- *To mitigate the impact of and manage waste and pollutants;*
- *To empower communities with regard to sustainable resource utilisation; and*
- *To prevent and control the spread of invasive alien species in the province.*

Veterinary Services

- *To ensure prevention and control of animal diseases;*
- *To enable international trade access for animal products;*
- *To reduce the transfer of zoonotic diseases to humans;*
- *To promote safe handling of products of animal origin; and*
- *To provide primary animal health care for the improvement of herd health.*

Conservation

- *To ensure greater accountability of the public entity Ezemvelo KZN Wildlife (EKZNW) and ensure greater value for money in terms of achieving government (DAEA) objectives; and*
- *To ensure that EKZNW complies with the following objectives:*
 - *Integrated sustainable environmental management;*
 - *Integrated and dynamic service delivery;*
 - *Forming partnerships with communities to value biodiversity and share in the benefits; and*
 - *Maximising funding opportunities from commercial operations and other stakeholders.*

4.5 MTEF Transfers to Municipalities

Table 63: MTEF Transfers to Municipalities

WARD NUMBER	PROJECT NAME	PROJECT TYPE	PROJECT ACTIVITIES	ESTIMATED BUDGET
----------------	--------------	--------------	--------------------	---------------------

5	Sesisondele	Fertilizer Storage	Shed,Fencing and Inputs	R 300,000
8	Siyanqoba	Irrigation	Irrigation and Inputs	R 200,000
8	Mkhwakhweni	Maize Production	Packhouse for inputs produce	R 500,000

5. DEPARTMENT OF ECONOMIC DEVELOPMENT

5.1 Vision

The vision of the Department of Economic Development is:

For KwaZulu-Natal, through the expertise and initiatives of the department, to be the leading province in economic development and to develop a globally competitive economy whose benefits are equitably shared by its citizens.

5.2 Mission Statement

The department's mission is to formulate and implement effective economic development strategies that promote sustainable economic development and job creation within the Province of KwaZulu-Natal

5.3 Strategic objectives

The department has undergone significant changes over the past three years in terms of its political and administrative leadership and its mandate. This therefore resulted in a need to review its strategy and to incorporate the revised standardised budget structure introduced by the sector, effective from 1 April 2007.

The department's mandate to develop the economy is aimed at developing existing businesses and facilitating broadened participation of new entrants. By focusing on these issues, the impact on poverty reduction is inevitable.

Four strategic goals have been identified, with the following underlying strategic objectives:

To reduce poverty by 50 per cent by 2014

This will be achieved through:

- Providing a suitable environment for the creation of sustainable jobs;
- Facilitating and promoting skills development;

- Facilitating access to the asset base for the poor; and
- Promoting social enterprises.

To grow the economy by 8 per cent by 2014

This will be achieved through:

- Facilitating and promoting integrated economic development planning;
- Facilitating and supporting the improvement of global competitiveness of industries;
- Promoting development of Small, Micro and Medium Enterprises (SMMEs) and cooperatives; and
- Facilitating trade and the inflow of foreign direct investment.

To promote good corporate governance

This will be achieved through:

- Strengthening compliance with the relevant pieces of legislation and government policies; and
- Facilitating strategic stakeholder partnerships in the development of the provincial economy.

To be the centre of excellence

This will be achieved through:

- Implementing a strategy of operational excellence; and
- Promoting a culture of good corporate governance.

5.4 Core functions

The department's core functions are summarised as follows:

- To drive the economic development strategies of the province;
- To facilitate strategies to enhance the competitiveness of priority sectors of the economy, in line with the industrial development strategy;
- To promote the development of small business and social enterprises;
- To promote and facilitate economic empowerment programmes;
- To manage the SMME, Co-operatives and Growth Funds;
- To provide an effective and efficient consumer protection service; and
- To ensure effective and prudent business regulation in the province.

5.5 MTEF Transfers to Municipalities

Regional Service Council Levies and Joint Project funding is set out per local municipality. However, no funds have been earmarked for uPhongolo Municipality over the next three years.

6. KZN DEPARTMENT OF EDUCATION

6.1 Vision

The vision of the Department of Education is:

A literate and skilled 21st century society that is able to benefit from participating in all democratic processes, and contribute to the development and growth of the people of KwaZulu-Natal.

6.2 Mission Statement

The mission of the department is to provide opportunities for all people in the province to have access to quality education, which will improve their position and contribute to the advancement of democratic values in KwaZulu-Natal.

6.3 Strategic Goals

The strategic goals of the department are to:

- Provide high quality, relevant education to all learners, regardless of age, which will equip them with knowledge, skills, values and attitudes to meet the challenges of the 21st century;
- Transform the department into a 21st century learning organisation, with the focus on results, high performance, effective communication and quality service delivery;
- Transform schools and colleges into self-reliant and effective learning institutions that are also community centres for life long learning;
- Develop the department's human resource capacity to meet the highest standards of professionalism in line with the requirements of the Employment Equity Act and other transformation targets;
- Provide and utilise resources to achieve redress and equity, and to eliminate conditions of physical degradation in institutions;
- Eliminate fraud, corruption and mal-administration; and
- Deal urgently and purposefully with the impact of the HIV and AIDS pandemic, as part of an integrated provincial response.

While the higher-level strategic goals remain constant, a key question has arisen as to the department's role in mitigating conditions of under-development. The strategy of the department therefore becomes the provision of access to quality education and skills for all and, in particular, the poor. All programmes are continually assessed in terms of how effectively they contribute to addressing issues of physical, epistemological and socio-cultural access of the population of this province.

6.4 Core Functions

The main core functions of the department are summarised below:

Public Ordinary Schools

This is the department's primary function aimed at the provision of educators in schools, the development of educators to ensure that they are equipped to provide the best quality teaching, and the provision of Learner Teacher Support Materials (LTSM). Also included here is the provision of new schools and school facilities, effective maintenance of existing facilities, as well as monitoring of the quality of education services through the system of whole school evaluation. Lastly, the function includes the provision of food to Public Ordinary School learners who are from the poorest communities, through the National School Nutrition Programme (NSNP).

Public Special School Education

The aim of this programme is to provide public education in special schools and full-service schools.

Further Education and Training

This service is aimed specifically at providing market-related skills, to ensure that learners are employable on completion of training at this level.

Early Childhood Development

This service evolved as a national initiative to strengthen pre-Grade R education, and make it available to the majority of citizens. The intention is to make pre-Grade R education compulsory by 2010.

Adult Basic Education

This programme aims to increase the level of skills and reduce the adult illiteracy rate, to enable adults to participate in economic and other structures in the province and the country.

6.5 Strategic objectives

Based on its core functions, the main strategic objectives of the department are as follows:

- To implement a curriculum that is relevant to support life-long learning;
- To provide educator capacity development for all phases;
- To create control structures that are conducive to effective teaching and learning;
- To develop well-resourced General Education and Training (GET) and Further Education and Training (FET) centres;
- To develop programmes that will encourage community participation;
- To effectively use additional funding for non-personnel expenditure;
- To develop programmes to counter the negative effects of HIV and AIDS in schools, and to develop a management plan to deal with staff infected with and affected by HIV and AIDS;
- To ensure good corporate governance; and
- To implement an effective performance measurement system throughout the department.

6.6 MTEF Transfers to Municipalities

- FET College (Amount unknown - Land Donated by the Municipality)
- Education Centre and Circuit Office(Amount unknown - Land Donated by the Municipality)

7. DEPARTMENT OF HEALTH

7.1 Vision

The vision of the Department of Health is: To achieve the optimal health status for all persons in the Province of KwaZulu-Natal.

7.2 Mission statement

The mission statement of the department is to develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels of care, based on the primary health care approach through the District Health System.

7.3 Strategic Goals and Objectives

The Department of Health's five main strategic goals, each of which comprises a number of strategic objectives which are aligned to the National and Provincial priorities, are as follows:

- *Enhancing the productive capacity of the economy and investing in economic and social infrastructure to accelerate growth* through strengthened and increased collaboration with

external stakeholders and service providers involved in the health sector, and through the acceleration of infrastructure development and acquisition of medical equipment;

- *Enhancing job creation by supporting labour intensive industries and expanding employment creating government programmes* by ensuring that Supply Chain Management effectively supports the service delivery needs of all health institutions through developmentally oriented processes, as well as through ensuring that appropriate financial, procurement and human resource delegations are in place;
- *Investing in human development and maintaining a progressive social security net* by sustaining and expanding the health work force through the implementation of innovative human resource management strategies and implementing performance management and coaching programmes, as well as by ensuring the effective implementation of programmes to reduce non-communicable diseases and diseases of lifestyle;
- *Improving the quality of education, health and other social services and intensifying targeted antipoverty initiatives and identifying new ones where necessary.* This entails mainstreaming of primary health care services, ensuring integrated planning for the provision of health services, continuing to implement the Tuberculosis Crisis Management Plan, continuing to accelerate and sustain the implementation of the National Strategic Plan for Comprehensive HIV and AIDS, as well as decreasing preventable causes of maternal child and women's health morbidity and mortality, and by accelerating and sustaining the provision of nutritional support through the integrated Nutrition Programme; and
- *Improving the capacity and effectiveness of the state to deliver services and enhancing safety and security* by improving clinical governance, including quality of care and infection prevention and control, ensuring that key support services are effectively provided, ensuring that Geographical Information Systems (GIS) for health planning and service delivery are in place, improving the quality and use of health data, implementing an appropriate monitoring and evaluation system and ensuring equitable and appropriate distribution of Tele-health and information technology (IT) resources.

7.4 Core Functions

The main purpose of the Department of Health is to develop and implement a sustainable, co-ordinate, integrated and comprehensive health system based on the primary health care approach, which encompasses promotive, curative, rehabilitative, supportive and palliative care. This is guided by the principles of accessibility, equity, community participation, and appropriate technology, intergovernmental and inter-sectoral co-operation.

The department provides health services primarily to the uninsured population of the province, who comprise approximately 88 per cent of the province's total population of approximately 10.144 million people (2009) which amounts to 8.926 million people. In addition, the department is required to provide tertiary health services to people beyond the provincial boundaries.

The following four main categories of health services are provided by the department:

- *Primary Health Care Services*

This category focuses on the prevention of illness and the provision of basic curative health services.

These services include immunisation, health promotion, HIV and AIDS awareness, nutrition, mother and child health, communicable disease control, environmental health, oral and dental health, rehabilitation support, occupational health and chronic disease support.

- *Hospital Services*

District hospitals and provincial hospitals cater for those patients who require admission to hospital for treatment at general practitioner level, and at specialist level, respectively.

Tuberculosis hospitals, psychiatric/mental hospitals and sub-acute, step-down and chronic medical hospitals provide hospitalisation for patients suffering from tuberculosis, mental illnesses and those patients requiring long-term nursing care. Central and tertiary hospitals provide facilities and expertise needed for sophisticated medical procedures.

- *Forensic Pathology Services*

The aim is to ensure integrity of forensic evidence and to provide Inspector of Anatomy Services.

- *Emergency Medical Services*

The aim of this category is to provide emergency care and transport for victims of trauma, road traffic accidents, and emergency medical and obstetric conditions. Planned patient transport is provided for inter-hospital transfer, while indigent patients are transported between clinics and hospitals

7.5 Three Year Budget Allocations

There is no indication made in the three year estimate by the Department on allocations made to the UPhongolo Municipality. The Department need to provide the municipality with a itemized implementation plan for hospitals and clinics within the municipal area.

8. KZN DEPARTMENT OF COMMUNITY SAFETY & LIAISON

8.1 Vision

The department's vision is to see that:

The people of KwaZulu-Natal live in a safe and secure environment.

8.2 Mission statement

The mission set for the department is to be the lead agency in driving the integration of community safety initiatives, towards a crime free KwaZulu-Natal.

8.3 Strategic Objectives

The strategic objectives set by the department are to:

- Evaluate police service delivery and compliance with national policy standards and make recommendations for redress where required;
- Assess the effectiveness of visible policing in the province;
- Improve South African Police Service (SAPS) efficiency and effectiveness through independent service delivery evaluation and reward;
- Improve public confidence and trust in the police;
- Address service delivery complaints against the police to support the raising of service standards;
- Oversee the establishment and functioning of Community Policing Forums (CPFs) at all police stations in the province;

- Enhance the capacity of community police structures to improve co-operation between the police and the community;
- Promote community dialogue and participation in support of crime prevention initiatives and activities;
- Execute social crime prevention programmes at provincial and local level;
- Research and develop social crime prevention responses to community safety priorities;
- Consolidate the Community Safety Network structure;
- Promote the establishment of a Victim Support Network;
- Promote special support programmes for victims;
- Raise the awareness of protective rights among vulnerable groups;
- Promote corporate governance and provide strategic project support; and
- Implement the Volunteer Social Crime Prevention Project (VSCPP).

8.4 Core functions

The provincial department is responsible for the following functions:

- Promoting democratic accountability and transparency in the police service;
- Promoting good relations and establishing partnerships between the police and the communities;
- Directing the SAPS towards effectively addressing provincial needs and priorities;
- Facilitating the development and co-ordination of social crime prevention initiatives; and
- Promoting and supporting Victim Empowerment.

8.5 MTEF Transfers to Municipalities

Departmental payments within the various District Municipality areas are indicated. No indications are provided per local authority area, nor are any transfers indicated.

9. KZN DEPARTMENT OF CO-OPERATIVE GOVERNMENT AND TRADITIONAL AFFAIRS

9.1 Vision

The vision of the department is:

People-centred sustainable local governance, which focuses on effective service delivery responsive to the needs of the communities.

9.2 Mission Statement

The mission of the department is to promote people-centred, accountable and viable local governance that accelerates service delivery and ensures sustainable communities.

9.3 Strategic Objectives

The strategic objectives of the department for 2009/10 are aligned to the strategic goals of the five-year local government agenda.

The goal: *Mainstreaming hands-on support to local governance to improve governance, performance and accountability*, will be achieved through the following objectives:

- Management of institutional development;
- Facilitation of basic service delivery;
- Promotion of local economic development;
- Facilitation of good governance and public participation;
- Oversight of municipal transformation and organisational development; and
- Facilitation of financial viability and financial management.

The goal: *Addressing the structure and governance arrangements of the state, in order to better strengthen, support and monitor local governance*, has as its objectives:

- Monitoring of inter-governmental relations; and
- Supporting and monitoring institutional empowerment.

The objectives in respect of the goal: *Refining and strengthening the policy, regulatory and fiscal environment for local governance and giving greater attention to enforcement measures*, are as follows:

- Review of the two tier system of local government; and
- Facilitation of legislative amendments.

The goal: *Client-oriented, economical, efficient and effective management of its resources*, will be achieved by the following objectives:

- Provision of an effective and efficient service to the MEC; and
- Provision of sound corporate services.

9.4 Core functions

The department is responsible for carrying out the following core functions:

- The provision of corporate services;
- The facilitation of accountable and sustainable local governance;
- The facilitation of accountable and sustainable traditional institutions;
- The promotion of integrated development and planning;
- The promotion of sustainable urban and rural development; and
- The development of systems for capacity support, and monitoring and evaluation processes.

9.5 MTEF Transfers to Municipalities

uPhongolo Municipality has received R100 000 for the compilation of a Development Framework Plan for Belgrade as indicated in the SDF.

The Department is assisting the Municipality with completing it's LUMS.

10. KZN DEPARTMENT OF SOCIAL DEVELOPMENT

10.1 Vision

The vision of the Department of Social Development is to:

Enhance the quality of life through an integrated system of social development services.

10.2 Mission Statement

The department is committed to the promotion of developmental social welfare services and community development to people of KZN in partnership with stakeholders.

10.3 Strategic Goals

The strategic goals of the department are:

- To provide an effective and efficient institutional leadership, management and support services to ensure optimal service delivery;
- To provide transformed, accessible, equitable quality developmental social welfare services;

- To create an enabling environment for the employment of the poor, vulnerable and previously marginalised groups, including youth, women and people with disabilities to achieve sustainable livelihood; and
- To support and facilitate the implementation of the Population Policy, and monitor and evaluate progress in achieving policy objectives.

10.4 Strategic Objectives

The strategic objectives of the department include the following:

- Provision of overall institutional leadership and management;
- Effective and efficient management of financial resources;
- Provision of human resource management, development and support;
- Provision of professional services to ensure effective and efficient service delivery;
- Development, review and implementation of policies, practice models, standards, procedures and guidelines for developmental social welfare services;
- Render comprehensive and sustainable developmental social welfare services through departmental staff and the funding of non-governmental organisations (NGOs);
- Render effective co-ordination and networking with internal and external stakeholders;
- Implement programmes for integrated, sustainable community development (within the welfare perspective);
- Strengthen the capacity of staff and stakeholders for effective and efficient service delivery;
- Ensure effective co-ordination and networking with internal and external stakeholders;
- Promote sustainable community development (particular to the programmes services); and
- Support effective and efficient service delivery through monitoring and evaluation of programme performance, including the social aspects of community development.

10.5 Core Functions

The department is responsible for the following core functions:

Social Welfare Services

This includes the provision of services to:

- Children (alternative care, early childhood development, adoption and child protection);
- Special needs (older persons, persons with disabilities, women, families, youth);

- Restorative services (substance abuse prevention and rehabilitation, crime prevention and support and victim empowerment); and
- HIV and AIDS (home community based care and support, co-ordinate action for children, and prevention programmes).

Development and Research

This includes the provision of services to:

- Youth focusing on their empowerment and development;
- Institutional capacity building and support targeting registered non-profit organisations (NPOs) and emerging organisations;
- Sustainable livelihood, which will have the ultimate goal of empowered communities towards sustainable livelihoods;
- Management and implementation of research and demographic analysis; and
- Capacity development and advocacy on population and development.

10.6 MTEF Transfers to Municipalities

Departmental spending according to district municipal area, excluding operational costs, is indicated. Spending on projects in local municipalities over the next 3 years is not indicated.

11. KZN DEPARTMENT OF WORKS

11.1 Vision

The vision of the Department of Works is:

A thriving economy through infrastructure development and property management.

11.2 Mission Statement

The mission of the department is ***to lead in infrastructure development and property management in KwaZulu-Natal.***

11.3 Strategic objectives

The department is committed to the provincial priorities and will strive, in the next three years, to achieve the following key strategic objectives:

- To provide and facilitate the provision of accommodation and property management services to satisfy client needs;
- To achieve optimal utilisation of fixed state assets through effective implementation of the Government-wide Immovable Asset Management System;
- To improve integrated service delivery;
- To create jobs through the Expanded Public Works Programme (EPWP);
- To enhance the following envisaged benefits of departmental programmes for contributing to bridging the gap between the first and second economy and the anti-poverty campaign through:
 - skills development in the built environment;
 - employment creation;
 - creation of an enabling environment to attract women, youth and the disabled to the construction industry and property industry; and
 - development of new capacity in the construction industry through active support for emerging contractors and emerging consultants.
- To implement the .National Youth Service. (NYS) programme;
- To ensure effective and efficient management of the department's financial resources; and
- To have a competent, empowered and motivated workforce.

11.4 Core Functions

The Department of Works is responsible for the provision of comprehensive property and building infrastructure services to KwaZulu-Natal provincial departments. Services include the construction of new facilities, property acquisition, maintenance and renovation, professional advisory services, as well as the hiring, letting and disposal of property. In delivering these services, the department undertakes the following core functions:

- Acquisition of buildings and land through purchase, hiring and leasing;
- Construction of public buildings, involving the physical erection or major improvements in respect of infrastructure in the building environment;
- Maintenance of public buildings and land, including performing the necessary work to keep the required level of operation; and
- The alienation of public buildings and land, including the disposal of fixed assets by selling, demolition, exchanging and donation.

11.5 MTEF Transfers to Municipalities

Transfers to local municipality for Property Rates.

2010/11: R 473 000

2011/12: R 501 00

12. KZN DEPARTMENT OF ARTS, CULTURE AND TOURISM

12.1 Vision

The vision of the department is:

A unified citizenry that embraces its cultural diversity and contributes to the social and economic upliftment of all the people of KwaZulu-Natal, through arts, culture and tourism.

12.2 Mission Statement

The mission of the department is to create an environment conducive to the delivery of effective, efficient and sustainable excellent services in the arts, culture, library, archival and tourism fields for the people of KwaZulu-Natal.

12.3 Strategic Objectives

The following represent the department's strategic objectives:

- To provide effective administrative and human resources support to all programmes;
- To provide sound financial management;
- To develop an effective public entity management framework;
- To develop an effective stakeholder management strategy;
- To promote respect for cultural diversity and the advancement of artistic disciplines into viable industries;
- To promote multi-lingual, redress past imbalances and develop the previously marginalised languages;
- To provide library and information services which are free, equitable and accessible, provide for the information, reading and learning needs of people and promote a culture of reading, library usage and lifelong learning;
- To render archival and records management services which will provide for the acquisition, preservation and documentation of public and non-public records of national/provincial significance, proper management of public records; and

- To develop and transform the tourism sector and promote the province as a preferred destination.

12.4 Core Functions

The core functions of this department encompass the development of arts, culture and tourism, as well as archives and library services.

12.5 MTEF Transfers to Municipalities

The following funding was allocated to UPhongolo Municipality for the Recapitalization of Libraries programme:

2010/11	2011/12	2012/13
R 90 000	R 95 000	R 95 000

13. KZN DEPARTMENT OF SPORT AND RECREATION

13.1 Vision

The vision of the Department of Sport and Recreation is:

A winning province through sport and recreation.

13.2 Mission Statement

The department's mission is to maximise opportunities through the promotion and development of sustained Sport and Recreation programmes to improve the quality of life of the citizens of KwaZulu-Natal.

13.3 Strategic Goals

The strategic goals of the department are as follows:

- To promote, transform and develop sport and recreation to address the issues of nation building and quality of life;
- To promote and contribute to economic growth and opportunities through sport and recreation;
- To promote and contribute to good governance in sport and recreation; and
- To provide an effective and efficient support service.

13.4 Strategic Objectives

Based on the strategic goals of the department, its main strategic objectives are as follows:

- To provide effective and efficient planning, monitoring and evaluation of all sport and recreation functions;
- To deliver and support participation in junior sport competitions and promote high performance programmes for youth;
- To provide and develop talent identification, high performance services, sport development and capacity building programmes to support excellence in sport;
- To ensure participation of sport across targeted groups to promote tolerance across diverse cultural groups through sport activities;
- To provide sustainable recreation programmes to create opportunities for citizens to live an active healthy life-style;
- To ensure the provision of adequate and appropriate sport and recreation facilities;
- To promote mass participation of sport in previously disadvantaged schools;
- To promote mass participation of sport and recreation in previously disadvantaged communities;
- To create a legacy for the Mass Participation Programme and sport through the development of strategically selected priority sport codes; and
- To prepare the province for 2010, through assistance to the South African Football Association (SAFA), player development and provision of facilities.

13.5 Core Functions

The core functions of the department are:

- To ensure that sport and recreation are accessible to all people of KwaZulu-Natal, especially previously disadvantaged people, rural communities, the disabled and women;
- To initiate programmes that target the development of human resource potential through the development of all coaches, technical officials, volunteers and administrators, with the aim of improving the quality of sport and recreation;
- To co-ordinate co-operative governance and the involvement of stakeholders to ensure alignment with the provincial sport and recreation policy;
- To effect and co-ordinate national and international agreements and initiatives, as entered by the province in the interests of sport and recreation;
- To facilitate and organise sporting and recreational events at district, provincial, national and international level;

- To implement the sport and recreation policy and provide funding for sport and recreation agencies in the province;
- To facilitate the provision and upgrading of sport and recreation facilities;
- To accelerate the delivery of sport and recreation in the province through mass participation of the citizens in KwaZulu-Natal;
- To achieve excellence in sport and recreation;
- To implement sport and recreation agencies, which contribute to the overall vision of the department;
- To host and co-host major provincial, national and international sporting events; and
- To facilitate the establishment of a Provincial Sports Council.

13.6 MTEF Transfers to Municipalities

Transfers to Local Municipalities, per District, are indicated. However, no funding will be transferred to uPhongolo local municipality for the next 3 years.

14. DEPARTMENT OF TRADE AND INDUSTRY

- Somkhanda Game Reserve
- Pongola/Jozini Dam Development

15. IDP WARD PROJECTS

15.1 Ward 1- Cllr F.F Simelane

ELECTRICITY (New Projects)

- 250 Connections - Magudu(Esidakene, Mganwini, Kwasosha)
- 120 Connections - Valleyside(Mpondo, Mpalaza)
- 250 Connections - Dwarsrand(Nyaliza, Manzamhlophe)
- 64 Connections - Kwamphatha(Mtunzini, Bedina)
- 115 Connections - Mandlakayise
- 310 Connections - Fuduka / Klein Eden
- 140 Connections - Banakile
- 47 Connections - Morreson
- 140 Connections - Mpakama

WATER (No access to clean water)

- Mpalaza
- Kwampondo
- Magudu
- Esibakeni
- Emganwini
- Nyaliza

- Manzamhlophe
- Dwarsrand
- Bedina Sithole
- Morreson
- Mandlakayise
- Fuduka
- Esikhaleni
- Banakile

ACCESS ROADS

- All the places in Ward 1 needs access roads except Dwarsrand.

TOILETS / SANITATION

- All the places in Ward 1 needs toilets approximately 1491 households.

HOUSING

- Approximately 1500 households needs houses.

NETWORK (PHONES)

The following places have no contact networks:

- Dwarsrand
- Mandlakayise
- Fuduka
- Esikhaleni(Banakile)

COMMUNITY HALLS

- KwaNyaliza
- Fuduka
- Mandlakayise
- Manzamhlophe
- Mpakama
- KwaMpondo
- Mpalaza

CRECHES

- Zamani Creche
- Siyazama Creche (Fuduka)
- Magudu Creche
- Kwasotsha Creche
- Bedina Sithole Creche
- Mpalaza Creche
- PhaPhama Creche(KwaMphatha)

SPORTSFIELDS

There must be at least one decent Sports Facility in the centre of Ward 1 i.e. Dwarsrand.

The following Sportsfields needs to be upgraded:

- Magudu Playground
- Mganwini Playground

- Esidakeni Playground
- Nyaliza Playground
- Mpakama Playgrounds
- Mpalaza Playground
- Kwampondo Playgrounds
- Manzamhlophe Playgrounds
- Emthunzini Playgrounds
- Mandlakayise Playgrounds
- Esikhaleni Playgrounds
- Fuduka Playgrounds
- Morreson Playgrounds
- Banakile Playgrounds
- Mkhayeni, Mqala Playgrounds

FENCING (for animal camps)

- Mpakama
- KwaMpondo
- Mpalaza
- Magudu
- Esidakeni
- Mganwini
- Nyaliza
- Manzamhlophe
- Dwarsrand
- Kwamphatha,
- Mandlakayise
- Fuduka

CLINIC

A Clinic to be established in Dwarsrand which will serve the following areas:

- Manzamhlophe
- Nyaliza
- Bedina Sithole
- Kwamphatha
- Morreson
- Mganwini

A Clinic to be established in Magudu which will serve the following areas:

- Esidakeni
- Mkhaya
- Kwasotsha

CEMETRIES (to be fenced)

- Dwarsrand
- Magudu
- Fuduka

PENSION POINTS

- Kwamphatha Paypoint
- Fuduka Paypoint
- Banakile Paypoint

DIP

- Morreson
- Mpakama
- Esidakeni
- Banakile
- Manzamhlophe
- Bedinna Sthole

SUSTAINABLE PROJECTS

- Block Making
- Poultry Projects
- Agricultural Projects

YOUTH CENTRE (proposed youth development)

- Dwarsrand
- Fuduka
- Mpakama
- Magudu

15.2 Ward 2 - Cllr NJ Mkhwanazi

- Umgwaqo wetiyela (Tarred Road) nokwengezwa kwama Apollo lights (Apollo lights need to be added)
- Amaswirige kanye namathoyilethi ashaywayo (Swear lime sewerage system + system toilet) and all types of sports facilities
- 10 000 people need RDP Houses
- Land for the RDP's
- Umpheme wamabhasi namatekisi (shelter for buses and taxis)
- Clinic at Lindelani
- Mini bus for 25 sport players
- Satelite Police Station
- Ukugqitshwa kwemihosha njengalezi zase Magadlela School (Landscape like the one at Magadlela School)
- IHall lomphakathi (Community Hall)
- Inxanxathela yezitolo (Shops and sport complex)
- Iklinikhi ifanele yengezwe futhi ivulwe kuze kuse (Clinic need to be added and open for 24 hours)
- Changing of street names
- All houses to be numbered
- Ithangi lamanzi
- Disabled and old age homes
- Garage and ATM at Ncotshane
- Boreholes
- Co-operatives projects (Piggery x 3 groups) and Chickens x 5 groups)

15.3 Ward 3 - Cllr MJ Phakati

ACCESS ROADS

- Grading of streets
- Developing of new roads to Community Schools, Churches, Soccer fields etc.

BUS STOP SHELTERS

- Bus Stops are identified inside the Ward

ELECTRICITY

- Solar systems
- In fills Project
- Street Lights

TOILETS / SANITATION

- The entire Ward needs sanitation - 2860 toilets.

WATER

- Transport of Mozane Dam water to Emnyokane Dam at Kwakhipnyawo and Kwamsibi Dam at Oranjedal.
- Renewal of water pipe line system
- Buying of new engine for both existing dams
- Development of new dams at Esiqqumeni
- Extension of Mnyokane dam
- Re-installation of boreholes and installation of new boreholes.

SPORTS

- Development of two sports centers namely:
- KwaMsibi Area (including all sports codes)
- KwaSibiya Area (including all sports codes)
- Maintenance of 14 existing soccer fields (grading and fencing)

LIVE STOCK CAMPS

- Fencing material for 150km

VEGETABLE GARDEN FENCING

- Fencing of all community vegetable gardens

CEMETRIES

- Fencing of all community cemeteries
- TLB for digging of graves
- Maintenance of cemeteries

COMMUNITY HALLS

- Development of two new community halls in the Vimbemshini and Esinqeni Areas
- Maintenance of the KwaMsibi and Prince Bekauphi Community Hall
- Extension of fence for KwaMsibi and Prince Bekauphi Community Hall and sound systems for both halls.

YOUTH SKILLS CENTRE IN WARD 3

OPERATION MBO SERVICE CENTRE(Multipurpose)

CHILDRENS PARKS

- KwaMsibi Area
- KwaSibna Area

RDP HOUSES - 3850 HOUSES NEEDED

SUSTAINABLE PROJECTS

- Free markets in KwaKhiphunyawo and Mediane(Oranjedal)
- Poultry project
- Agriculture project
- Three tractors

COMMUNITY CARE CENTRES

- Care for O.V.C's
- Care for Old Age People

PENSION PAYPOINTS

- Building shelters
- Chairs
- Water
- Toilets
- Fencing

SHOPPING CENTRE

- Filling station
- Workshop
- Hardware
- ATM
- Clothing factory

EDUCATIONAL NEEDS

- Library
- Laboratory

- TOURISM DEVELOPMENT AT MOZANE

CRECHES (eight areas)

- Entabeni Yezulu Area
- Kwaluphiso Area
- Emagiqweni Area
- Mncithini Area
- Vimbemshini Area
- Oranjedale Area
- Midiane Area
- Esigqumeni Area

WARD 3 MOZANE ROAD

- Demolition of Mozane Mountain to re-build a safe road
- Mozane Road to be tarred from Belgrade to Ntumbane area.

ADMINISTRATION CENTRES

- Inkozi Sibiya Tribal
- Inkosi Msibi Tribal
- Ward Councilors administration offices

BUILDING TAXI RANK AT KWAMSIBI T-JUNCTION ROAD

PROPOSAL OF AGRICULTURAL LAND FOR FARMERS

IMPROVING DEEPING CENTRES FOR STOCK BY PROVIDING WATER PIPE LINES.

15.4 Ward 4 - Cllr EN Buthelezi

WATER (pipes needed)

- 1.6km Ngwadla Area
- 500m Nkonyaneni Area
- 3km Dark City Area
- 200m Dibitini Area
- 560m Mshokobezi Area
- 500m Mcababa Area
- Upgrading of existing waterpipes in Spekboom River

ELECTRICITY (In fills Project)

- 211 Households Mabophe area
- 27 Households Ndalini area
- 131 Households Gulukudu / Darkcity area
- 226 Households Mshokobezi area
- 251 Households Thengizwe area
- 63 Households Dibhini / Nsunduza area
- 06 Households Nyanoshane area

ELECTRICITY (Island Project)

- 17 Households zixhotsheni area
- 40 Households Mgababa area

ACCESS ROADS

- Access roads from D5080:
- Mabedlane Access
- Qondi Access
- Tiba Access
- Access roads from D1866
- Nkonyaneni Access
- Zakheni Access
- Nsada access
- Bhareni Access
- Access roads from D2137
- Pedestrian bridge to ziqeqeshe Primary School

- Other Access Roads
- Mgababa Access
- Ndalini Access
- Gulukudu Access
- Nsunduza Access
- Miracle Access
- Mvithi Access
- Dibini Access
- Gulukudu pedestrian bridge to sozama high, Ziqalele HP and Themokahle LP School

SANITATION

- 1320 Households Mshokobezi / Moyeni
- 521 Households Mabophe
- 321 Households Thengizwe 1
- 226 Households Thengizwe 2

SPORTS

- Upgrading the existing Mthokotshwaza Soccerfield to a multi sport centre in the Mabophe area.

COMMUNITY HALL

- Building one community hall in Godzwayo area
- Renewing of stock camp
- Fencing of Mshokobezi camp for 220km surrounding
- Fencing of mabophe camp for 150km surrounding
- Fencing of Culukudu camp for 121km surrounding
- Fencing of Nyandshane camp for 200km surrounding
- Proposal for community radio station
- Proposal for one stop centre - ndalini area

RDP HOUSES

- 920 Houses Mshokobeni area
- 98 Houses Nyawoshane area
- 221 Houses Mabophe area
- 425 Houses Moyeni area
- 320 Houses Gulukudu / Dark City
- 102 Houses Ncube area

CEMETRIES (fencing)

- Mshokobezi graveyard
- Mabedlane graveyard
- Godlwayo graveyards
- Mabophe graveyards
- Gulukudu graveyards

PENSION PAYPOINT CENTRES

- Shelters with chairs and fence in Godlwayo Paypoint Mabophe Paypoint

CRECHES

- Mshokobezi Area
- Ncube Area
- Gulukudu Area
- Thengizwe Area
- Moyeni Area

SUSTAINABLE PROJECTS

- Poultry project
- Agriculture project
- Block making

YOUTH SKILLS CENTRE

- Ward 4 at Mabophe area

15.5 Ward 5- Cllr M.J Dlamini

COMMUNITY NEEDS

- Street Lights
- Humps around Belgrade

BARBED WIRE for fencing the following camps

- Msizini Famers (30) barbed wire and treated poles
- Lahlabondo Famers (20) barbed wire and treated poles
- Mabonjana Famers (30) barbed wire and treated poles
- Maleyini Famers (30) barbed wire and treated poles
- Church Houses
- Shelter Ezikorokorweni

ELECTRICITY

- Mabonjana Area (65)
- Enqabeni yamaNtungwa (101)

WATER RETICULATION

- Enqabeni yamantungwa
- Mabonjana
- Parks
- Computer Centre
- Fencing of Belgrade water dam
- Primary School at Enqabeni yamantungwa
- Garden and sewing place

RDP HOUSES

- Belgrade A (100)
- Belgrade B (100)
- Belgrade C (60)
- Belgrade D (50)

- Maleyini (50)
- Enqabeni yaMantungwa (100)
- Lahlampondo (50)
- Msizini (100)
- Tar road D1867
- Belgrade Stadium Upgrade

TOILETS

- Oqaqeni (50)
- Enqabeni yaMantungwa (100)
- Removing of Allien Plants
- Library in Belgrade
- Sewage System in Belgrade
- Transport at Enqabeni yaMantungwa
- Mall at Belgrade

FENCING of Cemetery sites

- Lahlampondo
- Enqabeni yaMantungwa
- Msizini
- Msizini Crèche and Primary School
- FET College
- Play Grounds
- Border gate at Mshololo

ACCESS ROADS

- Belgrade A,B,C and D
- Maleyini
- Lahlampondo
- Mabonjana
- Msizini
- Enqabeni yaMantungwa

SIBIYANGENKOMO AREA

- Crèche
- Fencing of Camps
- Poultry Project
- Clinics
- Roads signs
- Lightning Conductors
- Beads
- RDP Houses

15.6 Ward 6 - Cllr NP Mavuso

WATER (pipes needed)

- 2.6km Mafindose Area

- 600m Ebumbeni Area
- 3km Dlomololo Area
- 4km Okhetheni Area
- 6km Altona Area
- 7km Nkomzwayo Area

ELECTRICITY (In fills Project)

- 120 Hoseholds Ebomboni area
- 65 Households Kumafindose area
- 350 Households Kumbhuncu area
- 230 Households Enkanjini area
- 40 Households Kutobakayishi area

ELECTRICITY (Island Project)

- 69 Households Kumafindose area
- 230 Households Kumbhuncu area
- 59 Households Ebumbani area

ACCESS ROADS

- Kudlomololo Access
- Kunkomuzwayo Access
- Efenyane Access
- Emanzabovu Access
- Kuthusazane Access
- Ezibayini Access
- Kumgwandlu Access
- Okhetheni Access
- Kumafindose Access
- Kutabakayishi Access
- Endakane Access

SPORTS

- Tharraeo
- Kwankundla
- Klipwal
- Emabovu
- Manzabovu
- Thusozane
- Altona
- Kumgwandla
- Kumagqanda

COMMUNITY HALL

- Manzabovu
- Klipwal
- Okhetheni
- Altona
- Kortnek

RENEWAL OF STOCK CAMPS

- Fencing of Kwankundla - 320km
- Fencing of Klipwal - 450km
- Fencing of Manzabovu - 220km
- Fencing of Kortnek - 330km
- Fencing of Kumagqanda - 215km
- Fencing of Kumbunchu - 120km
- Fencing of Mafindose - 100km
- Fencing of Ezibayeni - 200km
- Fencing of Esigwenueni - 330km

PROPOSAL FOR ONE STOP CENTRE HANAFU

RDP HOUSES

- Klipwal Area 2000 houses
- Mkosentsha Area 330 houses
- Kortnek Area
- Manzabovu Area
- Altona Area

PENSION PAYPOINT CENTRES

- Altona area
- Klipwal area
- Kortnek area
- Kwankundla area

CRECHES

- Manzabovu area
- Kortnek area
- Altona area
- Kumbhunchu area
- Thusazama area

SUSTAINABLE PROJECTS

- Poultry projects
- Block making
- Agricultural projects

YOUTH SKILLS CENTRE

- nKosentsha area

15.7 Ward 7 - Cllr MP Khumalo

WATER SUPPLY- Funder ZDM

- Water taps inside household yards in ALL TEN areas

PENSION AND GRANT POINT- Funder UPhongolo/DSD

- Sivule Pension and Grant pay point shelters with toilets and water taps
- KwaLubisi Pension and Grant pay point shelters with toilets and water taps

CRECHE - Funder UPhongolo/DSD

- Mvelazitha
- Magombe
- Sivule
- KwaBhembe

Private Creche at Thandukukhanya - Private Funding

MULTI SPORTS GROUND - Funder UPhongolo

Upgrading Zamani Soccer Ground with

- Soccer Ground
- Racing Tracks
- Green Grass
- Change Rooms
- Flushing Toilets

GRADING OF SOCCER GROUNDS at - Funder - Uphongolo

- Sivule
- Magombe
- Madibhini
- KwaBhembe
- eSidakeni

Housing Project in ALL TEN areas - Funder DHS

Solar Systems in ALL TEN areas - Funder UPhongolo/ Dept of Energy

RENOVATION OF CUMMUNITY HALL - Funder UPongolo

- Fencing
- Doors and Windows
- Flushing Toilets
- Maintenance Worker

3G Network (Vodacom/ MTN & Cell C) - Funder Communication

Youth Information Centre with Internet Services (ILAB) - Funder UPhongolo/ Dept of Science/ Technology

Graveled Access Roads in ALL TEN areas

CEMETERY Fencing and Water Taps - Funder UPhongolo

- Mvelazitha
- KwaLubisi
- KwaBhembe

Electricity Project in ALL TEN areas (In Fills) - Funder Eskom

New Water Piping System in ALL TEN areas - Funder ZDM/ DWA

Clinic at KwaLubisi - Funder UPhongolo/ Dept of Health

Art and Craft Market Centre at KwaLubisi - Funder UPhongolo/ Dept Arts & Culture

School for the Disabled Kids at KwaLubisi - Funder DBE/ Dept of Women Children & Disabled People

Administration Block at Tholulwazi - Funder UPhongolo/ Dept of PW

Administration Block at Sivule P. School - Funder UPhongolo/ Dept of PW

Administration Block at Buhlebuzile - Funder UPhongolo/ Dept of PW

Toilets at Sizakahle P. School - Funder uPhongolo

Toilets at Sivule P. School - Funder uPhongolo

Bulk Housing Project at KwaLubisi - Funder DHS

Community Library at KwaLubisi - Funder uPhongolo

Netball Ground at KwaLubisi - Funder UPhongolo / Dep. Of Sports

Tennis Court at KwaLubisi - Funder UPhongolo / Dept. Of Sports

Part at Thandukukhanya - Funder uPhongolo

School for skills Training (FET) at Thandujjhanya - Funder Dep. Of Education / Public works

Community Hall at Sivule - Funder uPhongolo

Tourism Project (Godlwaya Culture Village) KwaManzana - Funder Dep. Of Tourism / DTI

Shopping Centre at KwaLubisi - Funder Private

Private Hospital at KwaLubisi - Funder Private

Filling Station at KwaLubisi - Funder Private

Agricultural Projects at KwaLubisi - Funder Rural Development

15.8 Ward 8 - Cllr BA Masuku

2012-2013

- Establishment and Maintenance of Community Access Roads in all Sub-Areas
- Households Connection with electricity infill projects in all sub sub- areas
- Improved water supply system such as hand pumps and water taps
- Grading of Community sports field in all Sub-areas
- Renovation of kwaShoba Community Hall.
- Household's provision with toilets.

2013-2014

- Needy Households with RDP Houses in all sub-areas
- Fencing of Cattle Camps in all sub-areas
- Building construction of community hall and Crèches at the following:
 - Mzinsangu area
 - Mafela area
 - Hhohho area- Nhlanhleni Crèche
 - Mdokwana area- Inhlansi yethemba Crèche
 - Okhahlamba area
 - Phondwane area
- Preparation and Fencing of kwaBhembe Cemetery
- Alien Plants eradication in all sub-areas
- Re-construction of D Road Bridge to eNgwabi area

2014-2015

- Building of Community Clinic at Phondwane area
- Building of Community High School for Ndabeni area
- Building of Community Pension pay point shelter
- Establishment of Mzinsangu Water Scheme
- Upgrading of electricity power in all sub-areas

2015-2016

- Construction of district road from kwaShoba area to Mdinini area
- Building of Community hall at Phondwane area
- Construction of Community Dipping at Mzinsangu and Bhembe area
- Construction of a district road from Mafela area to Nyawoshane area
- Extension of Sakhumuzi H.P School
- Establishment of old age home and Orphans home.
- Economic project and Business Development
- Establishment of Art and Craft Center at Mligo area
- Establishment of internet access and Information Centre at kwaBhembe area
- Establishment of Community Gardens in all sub-areas
- Poverty Alleviation and Self help Projects
- Fashion Design
- Poultry Farming
- Block Making
- Catering
- Gardening
- Art and Craft

15.9 Ward 9 - Cllr SR Simelane:

2012 - 2013

- Two water reservoir at Mdonini and Msuzwaneni which will supply 1200 household.
- One High School at Deckville which will have 700 children - 120 of them are at Mbhekwa High School now.
- Pre-School at Mdonini, Madanyini and Mgomane.
- Electricity back filling for 620 households in Mphafeni, Mdonini and Madanyini.

2013 - 2014

- Two Pre-School at Kwesenkehli and Qwaqwa.

- One Clinic at Mbhekwa / Madanyini that will serve more than 1000 community.
- Sportsfield at Madanyini to help the community to fight drugs.
- Access road of about 20Km in Ward 9.
- Fencing of grazing field with a distance of 100km.
- The Department of Transport to help us with a 15km access road.
- RDP houses of 2050 in Ward 9.

2014 - 2015

- Community Hall at Madanyini
- Market stalls along the N2, Madanyini.
- Fencing of garden at Mphafeni, Madanyini and Msuzwaneni.

2015 - 2016

- Access roads of 15km at Kwantshiliba and Qwaqwa
- Electricity at Qwaqwa, for 250 households
- Internet Café in one of the ZDM water offices to help the youth to be able to apply for higher education.

2016 - 2017

- Two Pre-Schools at Mbhekwa, and Mgurra
- Fencing of two graveyards at Mgurra and Madanyini
- One big project of blocks and bricks making in Mphafeni

15.10 Ward 10 - Cllr HV Ngcamphalala

2012/2013

- Instillation of high mass lights x 4
- Revamp of Ncotshane Recreational Park
- Tarring / Surfacing of roads
- Ncotshane Housing Project
- Water Borne sanitation in the whole Ncotshane township

2013/2014

- Rural Housing project at Mboloba
- Bus Stop shelter in Ncotshane
- Construction of speed humps in Ncotshane
- Storm water management system in Ncotshane
- Access roads in Mboloba

2014/2015

- Naming of the streets in Ncotshane
- Construction of a modern sports field in Ncotshane
- Construction of pedestrian walkway along the main road
- Installation of streetlights in Ncotshane
- Construction of Petrol Service station in Ncotshane

2015/2016

- Electrification of outstanding sections in Ncotshane and Mboloba

- Construction of a satellite Police Station in Ncotshane

2016/2017

- Construction of FET College in Pongola
- Construction of toilets for each Household in Mboloba
- Proper fencing for Ncotshane cemetery
- Public toilets for Ncotshane cemetery

15.11 Ward 11- Cllr Z L. Nxumalo

2012-2013

WATER

Water Tank at the Moment next to the Ward for:

- 1600 people eSgugwini Area
- 500 people Ntshiyangibone Area
- 325 people Mavithi Area

ELECTRICITY

Department of Energy

The following areas need electricity

- Mavithi Area 325 Houses
- Ntshiyangibone Area 50 Houses
- eSgungwini 80 Houses

ACCESS ROADS

Department of Transport

Access roads in Town includes:

- Klasie Havenga Street
- Dewaal Street
- Piet Retief Street
- Dammeli Street
- Pongola City
- Nuwe Republic Street
- Naude Street
- And the installation of robots next to iThala Bank, Anderson road approaching N2

RDP HOUSES

Department of Human Settlement

- Mavithi Area 500 Houses
- Ntshiyangibone Area 500 Houses
- eSgungwini Area 500 Houses

Sewage Dam

2013-2014

RECREATION

Department of Sports and Recreation

- eSgungwini Play Ground
- Mavithi Play Ground
- Ntshiyangibone Play Ground
- Netball ground on 3 distances, in Town we request a Stadium near Pongola Clinic

EDUCATION

- Department of Education
- We are requesting a Crèche at eSigungwini Area

Shopping Mall in Town

15.12 Ward 12- Cllr M.S. Mtungwa

WATER AND RETICULATION

- In all areas of Ward 12

ELECTRICITY (in fills)

- Mshololo
- Ntuthuko
- Moyeni
- Kwesikamkhulu
- Liba
- Tshelejuba

RDP HOUSES

- Liba 1& 2
- Waterbus
- Moyeni
- Tshenilikangwane
- Sharkville
- Tshelejuba
- Makhwabi
- Ntuthuko
- Manyandeni
- Gabela

TOILETS

- Moyeni
- Waterbus
- Liba 1& 2
- Manyandeni
- Gabela
- Sharkville

COMMUNITY HALLS

- Waterbus
- Ntuthuko
- Gabela

- Manyandeni

ACCESS ROADS (Transport)

- Grading of all street in ward 12 including soccer field
- Cross over bridge in Manyandini and Gabela area
- Subways at Ntuthuko
- Bus stop shelter along N2 road (5) e.g. Waterbus, Kwasikamkhulu, tshelejuba, Ntuthuko, Gabela (6) and Manyandini(4)

CLINICS

- Manyandini
- FENCINGof Grazelands and Cemeteries
- All areas of ward 12

MARKET STALLS

- Manyandeni

PENSION PAYPOINT BUILDINGS

- Waterbus
- Ntithuko

YOUTH INFORMATION CENTRE

- Itshelejuba

LIBRARIES

- Waterbus
- Ntuthuko
- Manyandini
- Gabela

EDUCATION

- New school to be built at Makhwabe

PRESCHOOLS

- Gabela
- Manyandeni
- Ntuthuko
- Liba

CRECHES

- Mshololo
- Ntuthuko
- Gabela
- Liba

TRAINING CENTRE

- Manyandeni

CELLPHONE TOWERS for all Networks

- Manyandeni
- Liba
- Tshelejuba
- Gabela

SCHOOL BUSES

- Liba
- Mshololo
- Manyandeni
- Gabela
- Makhwabe

15.13 IDP PROJECTS FOR WARD 13 CLLR NYAWO

2012-2013

- Construction of Water tank
- Jojo Tanks while we are waiting for the provision of water.

WATER PIPES

- eMkhwakhweni area (920) households
- Emagengeni (600) households
- eMushulu (400) households
- Decvile (310) households

ACCESS ROADS

- Construction of roads like D1863 from the N2 road to ward 9 and ward 13 it's about 35 KM, this road is going to make easy for the community to access clinics, and schools, we also need this road to be paved.

RDP HOUSES in the following areas:

- eMagengeni (600) households
- eMushulu (600) households
- Decvile (400) households
- Emkhwakhweni (920) households

ELECTRICITY supply in the following areas

- eMagengeni (600) households
- eMushulu (400) households
- Decvile (310) households
- Emkhwakhweni (920) households

2013-2014

- Fencing of Cattle Camps in all sub-areas

- Crèches in all sub-areas
- Sports Fields in all sub-areas

2014-2015

- Community hall with 2000 chairs
- Pay point for the Pensioners in the following area eMkhwakhweni and eMagengeni
- Sanitation in all sub wards

2015-2016

- Clinic e Decvil area

15.14 IDP PROJECT WARD 14 - CLLR GUMBI

2012-2013

- Peter gate RDP houses from the Department of housing
- High school at ward 14 which will accommodate 600 to 1000 children
- Access roads of 20km at Hlambanyathi, kwaMkhwanazi and Sikhukhumuka
- Electricity at Candover for 300 households
- Electricity at Cottland , Zonyama for 320 households
- RDP houses Candover (300), Cottland (55), Zonyama (280), Hlambanyathi (200) and Bertel (200)

2013-2014

- Two Pre- Schools at Candover and Zonyama
- Fencing of Graveyard from Candover to Mahlangose
- Community hall at Candover
- Fencing of Gardens at Cottland and Candover.
- Toilets at Cottland, Candover, Hlamanyathi, Zonyama and Bertel

2014-2015

- Three crèches at Candover, Zonyama and Hlambanyathi, one crèche each area.
- Sports field at Zonyama
- Fencing of Stock Grazing Camps

2015-2016

- One crèche at Cottland
- One clinic at Candover
- Market Stalls along N2 Candover

G. IMPLEMENTATION PLAN

Table 64: Key Performance Areas - Implementation Plan

Key Performance Area 1: Environment, Land Use & Spatial Development				
Focus area	Integrated Development Planning			
	Objective:	Strategy:	Action:	Resp
	To provide strategic guidance for the future development of the uPhongolo Municipality and a planning base for the coordination and integration of all future activities aimed at improving the situation within the uPhongolo Municipality	Developing the IDP as the primary management tool of the municipality	Review the IDP on an Annual Basis Based on Community needs and participation	MM IDP Manager
Focus area	Land Use Management System (LUMS)			
	Objective:	Strategy:	Action:	Resp
	To provide a secure environment for investment.	Complete the LUMS for the Municipality within the 5 year time frame as prescribed by the DCGTA	Complete LUMS and ensure implementation	Town Planning Manager
	To ensure the appropriate and effective use of land through spatial planning initiatives and the Implementation of the outcomes thereof			
Focus area	Statutory Planning			
	Objective:	Strategy:	Action:	Resp
	To establish appropriate systems and capacity for planning and other applications in order to facilitate development processes in the Municipality.	To ensure compliance with PDA	Establish structures for implementation. Ensure compliance with Time frames Ensure appointment of enabled employees	Town Planning Manager

Key Performance Area 2: Infrastructure and Services				
Focus area	Water			
	Objective:	Strategy:	Action:	Resp
	To facilitate the provision of access to potable water for all households within the municipality.	Continuous liaison with the ZDM	Submit community needs to ZDM	Technical Services Manager
	As the ZDM is the responsible Water Services Provider appropriate liaison has been established and this must continue to be maintained			
Focus area	Sanitation			
	Objective:	Strategy:	Action:	Resp
	To facilitate the provision of access to appropriate levels of sanitation to all households within the municipality	Continuous liaison with the ZDM	Submit community needs to ZDM	Technical Services Manager
	Establish appropriate liaison regarding this function between uPhongolo and the ZDM			
Focus area	Stormwater			
	Objective:	Strategy:	Action:	Resp
	To ensure the efficient and sustainable operation of stormwater systems in the municipality	Planning and the upgrading of stormwater infrastructure	Develop an regularly update a stormwater master plan	Technical Services Manager
Focus area	Electricity			

	Objective:	Strategy:	Action:	Resp
	Facilitate the provision of access to electricity for all households within the uPhongolo Municipality	Continuous liaison with the ESKOM	Submit community needs to ESKOM	Technical Services Manager
	To ensure, through liaison with ESKOM and ZDM, that the municipality's residents receive free basic electricity, and that the ZDM Energy Sector Plan as it Relates to uPhongolo is implemented		Investigate alternative energy sources	
Focus area	Roads			
	Objective:	Strategy:	Action:	Resp
	To ensure that residents have easy access to as wide a range of services and opportunities within the municipality and in neighboring areas as is possible,	Determine access backlog and maintain existing infrastructure	Maintain Existing roads	Technical Services Manager
	To ensure that investors and tourists have appropriate levels of access to opportunities and facilities within the municipality		Upgrade roads Liaise with DOT and SANRAL	
Focus area	Solid Waste			
	Objective:	Strategy:	Action:	Resp
	To provide all households in the uPhongolo Municipality with an appropriate level of refuse removal services. The need for environmentally sustainable and cost effective dumping of solid waste is also receiving attention.	To devise a strategy to provide solid waste removal at a household level once a week.	Liaise with ZDM to ensure implementation of Solid Waste Master Plan	Technical Services Manager
Focus area	Cemeteries			
	Objective:	Strategy:	Action:	Resp
	To provide adequate access for residents to cemeteries for burials	Ensure sufficient cemetery space to fulfill the requirements	Implement and review Cemetery Master Plan	Technical Services Manager
Focus area	Telecommunication			
	Objective:	Strategy:	Action:	Resp
	To facilitate improved access to telecommunication services	Liaise with service providers and communities	To work with relevant stakeholders in order to establish improved access to services	Corporate Services Manager

Key Performance Area 3: Local Economic Development				
Focus area	Tourism			
	Objective:	Strategy:	Action:	Resp
	Continue to establish an environment conducive to the development of the tourism industry and focus on projects contributing to establishing such an environment	To promote and coordinate tourism investment by public sector agencies and private sector investors in the area	Establishment of a Tourism Office Extending the public and parastatal tourism infrastructure in the area	Technical Services Manager
Focus area	Agriculture and Land Reform			
	Objective:	Strategy:	Action:	Resp
	Continue to support and promote this sector	Continuous liaison with relevant Role players	Participate in the preparation of the Zululand District Land Reform Area Based Plan	Technical Services Manager
Focus area	Economic Growth			

	Objective:	Strategy:	Action:	Resp
	Compile and implement a LED Plan for the Municipality	Provide support and leadership for Economic Development	Prepare and implement a LED Plan	LED Officer
	Strengthen relationships with the Private Sector			
	Support endeavors that will generate income and alleviate poverty			

Key Performance Area 4: Social Development				
Focus area	Health			
	Objective:	Strategy:	Action:	Resp
	Ensure access to appropriate health services for all the residents of the uPhongolo Municipality	Continue to liaise with the Department of Health on the health needs of communities in the municipal area	Support responsible agencies and submit community needs	Community Services Manager
Focus area	HIV/AIDS			
	Objective:	Strategy:	Action:	Resp
	To fulfill an active role in coordinating HIV/AIDS related activities in its area of responsibility.	Continue to liaise with the Department of Health on the health needs of communities in the municipal area.	Support responsible agencies and submit community needs	Community Services Manager
	Focus on activities aimed at curbing the spread of HIV/AIDS, as well as providing support for people living with AIDS and their families.			
Focus area	Social Welfare			
	Objective:	Strategy:	Action:	Resp
	Liaise with the Department of Social Welfare and Population Development with the aim of ensuring that all residents of the municipality have access to appropriate welfare services	To build the relationship with the Department of Social Welfare and to jointly devise approaches to addressing issues relating to welfare and the payment of pensions.	Support responsible agencies and submit community needs	Community Services Manager
Focus area	Education			
	Objective:	Strategy:	Action:	Resp
	Liaise with the Department to ensure the availability of appropriate education facilities and services to the communities of uPhongolo.	Continue to liaise with the Department	Support responsible agencies and submit community needs	Community Services Manager
	Ensure that land is available for education facilities through planning and that educational facilities have access to relevant municipal services		Ensure that facilities have the relevant services	
Focus area	Housing			
	Objective:	Strategy:	Action:	Resp
	Ensure Implementation of Housing Plan and the eradication of backlogs	Continue to liaise with the Department of Housing on the housing needs of communities in the municipal area	Implementation and review of Housing Plan	Community Services Manager
Focus area	Environmental Health			
	Objective:	Strategy:	Action:	Resp
	Ensure the delivery of an effective municipal health service	Continue to liaise with the Zululand District Municipality	Support responsible agencies and submit community needs	Community Services Manager
Focus area	Sport and Recreation			

	Objective:	Strategy:	Action:	Resp
	Provide support and leadership to ensure sufficient sporting facilities in different codes through the municipal area	Making facilities more accessible to all people	The improvement and provision of new sport facilities	Community Services Manager
Focus area	Traffic and Licensing			
	Objective:	Strategy:	Action:	Resp
	The three core activities of the traffic department are enforcement, testing and licensing. The Department continually strive for the improvement of service delivery to the people of uPhongolo in this regard	Ensure the effective operation of the Department.	Capacitate Department to deliver an effective service	Community Services Manager
Focus area	Civil Protection			
	Objective:	Strategy:	Action:	Resp
	To Minimise the effect of natural and other disasters on communities	Liaise with relevant service providers	Establishing appropriate communication systems, budgeting for emergencies and ensuring equipment is cared for and in a good condition	Community Services Manager
Focus area	Safety and Security			
	Objective:	Strategy:	Action:	Resp
	Provide a safe and secure environment in conjunction with the SA Police Service	Liaise with relevant service providers	Support responsible agencies and submit community needs	Community Services Manager
Key Performance Area 5: Sound Financial Management				
Focus area	Preparation and Implementation of Annual Budget			
	Objective:	Strategy:	Action:	Resp
	To prepare a budget that is aligned with the Integrated Development Plan and the development priorities set therein	Align the IDP and the Budget	A budgeting process aligned with IDP processes will be developed at the start of the new financial year	CFO
	.			
Focus area	Establishing a comprehensive rates base			
	Objective:	Strategy:	Action:	Resp
	To establish a municipal rating system in line with the new Property Rates Act that includes all areas of the local municipality.	To ensure compliance with legislation	Ensure that the property register and valuation roll are updated	CFO
Focus area	Debt Reduction and financial Management			
	Objective:	Strategy:	Action:	Resp
	To ensure that sound financial management principles are implemented in the municipality, with a specific aim being to reduce the high debtors base of the Municipality	To ensure an effective collection system is in place	Implement the indigent relieve policy and ensure payment of accounts	CFO
Key Performance Area 6: Good Governance and Public Participation				
Focus area	Performance Management System			
	Objective:	Strategy:	Action:	Resp

	Ensure that the PMS is aligned with the Integrated Development Plan and SDBIP of the Municipality	To ensure an effective Performance Management System is in Place	Regularly review the PMS, IDP and SDBIP	Corporate Services Manager
Focus area	Communication Systems			
	Objective:	Strategy:	Action:	Resp
	To establish appropriate levels of communication with the internal and external stakeholders of the municipality	Liaise with relevant service providers	Support responsible agencies and submit community needs	Corporate Services Manager
Focus area	Workflow and Document Management System			
	Objective:	Strategy:	Action:	Resp
	To implement structured and electronically managed records; documents; correspondence and workflow management systems through Business Engineering's developed product called Collaborator.	To ensure compliance with legislation, regulations, policies and by-laws	Training and monitoring of officials to comply.	Corporate Services Manager
Focus area	Skills Development and Employment Equity Plan			
	Objective:	Strategy:	Action:	Resp
	To empower and capacitate institutional structures and build a responsive organization. Utilize the Skills Development Plan to empower staff, draft and implement a detailed training plan for each staff member.	To ensure compliance with legislation, regulations, policies and by-laws	Implement and review plans	Corporate Services Manager
Focus area	ABET Training			
	Objective:	Strategy:	Action:	Resp
	To reduce illiteracy and provide relevant skills to the youth.	Liaise with relevant service providers	Support responsible agencies and submit community needs	Corporate Services Manager
Focus area	Information Technology			
	Objective:	Strategy:	Action:	Resp
	To ensure that Councils Information Technology is updated on a regular basis and outdated equipment is replaced/updated on an annual basis.	Ensure that IT related matters are up to date and effective to make certain optimal productivity of employees.	Implement and review IT plan. Train Officials to comply.	Corporate Services Manager
Focus area	Policies and By-laws			
	Objective:	Strategy:	Action:	Resp
	To identify, draft and approve Policies and By-Laws, and translate approved Policies into Zulu.	To ensure compliance with legislation, regulations, policies and by-laws	Regularly review Policies and By-laws.	Corporate Services Manager
	Revise approved policies to bring them in line with new Legislation.			
Focus area	Telecommunications and Postage			
	Objective:	Strategy:	Action:	Resp
	To ensure that Council's Telecommunication System is fully operational and upgraded during the financial year. Post is handled and distributed on a daily basis.	To introduce mechanisms to ensure optimal work flow of documentation	Budget for the monthly telephone costs and maintenance needed during the financial year. Ensure that post is received, distributed and posted on a daily basis.	Corporate Services Manager
Focus area	Strategic Plan and Annual Report			
	Objective:	Strategy:	Action:	Resp

	To ensure that the Annual Report and Strategic Plan is submitted and approved for implementation and publication. The Strategic Plan to form part of the IDP.	To assess and monitor all municipal functions	Annually review Strategic Plan and Annual Report	Corporate Services Manager
Focus area	Compliance, Clean and Sound Administration			
	Objective: To promote good governance, accountability and transparency	Strategy: To effectively communicate with internal and external stake holders	Action: Establish Steering Committees and Vocational Forums	Resp Corporate Services Manager
Focus area	Integrated and Coordinated Development			
	Objective: To continuously promote integrated & coordinated development within the Municipality	Strategy: The IDP guides all development in the Municipality	Action: The IDP is Drafted, reviewed annually and based on community needs & participation	Resp IDP Manager

H. PROJECTS

Table 65: Project List

NO	PROJECT NAME		WARD	RESPONSIBILITY	FUNDING SOURCE	BUDGET	YEAR
1	INTEGRATED DEVELOPMENT PLANNING						
1.1	2012/13 IDP Review		uPM	uPM	uPM	Determine	2012/13
1.2	Belgrade Development Framework Plan		5	uPM	COGTA	R100 000	2012/13
1.3	Business Research		5,11	LED Manager	uPM	R100 000	2012/13
2	LAND USE MANAGEMENT						
2.1	uPhongolo Land Use Management System (Phase 1)		2;10 and 11	uPM	COGTA	R 500,000	2012/13
2.2	Develop Policy for Trading from Containers		uPM	uPM	Determine		2012/13
2.3	Review of SDF		uPM	uPM	Department of Land Affairs		2012/13
2.4	Planning for Upgrade of Sodwana Corridor		11	uPM	To be determined		2012/13
3	WATER PROVISION						
3.1	Mavuka - Regional Scheme, Reticulation	127 Units	6	ZDM	ZDM	R3,692,500 per annum	2012-2014
3.2	Emncithini - Regional Scheme, Reticulation	48 Units	6	ZDM	ZDM		2012-2014
3.3	Luphisso - Regional Scheme, Reticulation	83 Units	3	ZDM	ZDM		2012-2014
3.4	Khiphunyawo - Regional Scheme, Reticulation	64 Units	3	ZDM	ZDM		2012-2014
3.5	Ntabsnixzulu - Regional Scheme, Reticulation	90 Units	3	ZDM	ZDM		2012-2014
3.6	Sibhangsakomo - Regional Scheme, Reticulation	133 Units	3	ZDM	ZDM		2012-2014
3.7	Enkwambase - Regional Scheme, Reticulation	133 Units	3	ZDM	ZDM		2012-2014
3.8	Take-off to Res A9 - Regional Scheme, Bulk Supply		ZDM	ZDM			2012-2014
3.9	Booster Pump - Regional Scheme, Bulk Supply		ZDM	ZDM			2012-2014
3.10	Pongola WTW Upgrade - Regional Scheme, Bulk Supply	6ML	2	ZDM	ZDM	R15m per annum	2012-2014
3.11	Gumbi- Regional Scheme, Reticulation	159 Units	14	ZDM	ZDM	R3,692,500 per annum	2012-2014
3.12	Mandlakayise - Rudimentary	141 Units	1	ZDM	ZDM	est. R1m	2012-2013
3.13	Mabophe – Rural Sanitation	195 Units	4	ZDM	ZDM	10,464,000	2012-2013
3.14	Thengizwe 1 – Rural	427 Units	4	ZDM	ZDM		2012-2013

	Sanitation					
3.15	Moyeni – Rural Sanitation	135 Units	4	ZDM	ZDM	In Progress
3.16	Moya Wamampondo – Rural Sanitation	103 Units	4	ZDM	ZDM	In Progress
3.17	Mabophe – Rural Sanitation	97 Units	4	ZDM	ZDM	In Progress
3.18	Engwabi – Rural Sanitation	66 Units	8	ZDM	ZDM	2012-2013
3.19	Ezinketheni – Rural Sanitation	124 Units	8	ZDM	ZDM	2012-2013
3.20	Okhahlamba – Rural Sanitation	44 Units	8	ZDM	ZDM	In Progress
3.21	Endabeni – Rural Sanitation	223 Units	8	ZDM	ZDM	In Progress
3.22	Hhohho – Rural Sanitation	51 Units	8	ZDM	ZDM	In Progress
3.23	Elangeni – Rural Sanitation	89 Units	8	ZDM	ZDM	In Progress
3.24	Mpemvane – Rural Sanitation	33 Units	12	ZDM	ZDM	In Progress
3.25	Liba 2 – Rural Sanitation	65 Units	12	ZDM	ZDM	In Progress
3.26	Waterbus – Rural Sanitation	92 Units	12	ZDM	ZDM	In Progress
4	STORM WATER					2011/12
4.1	Ext 4 Stormwater (Portion)(see Streets & Roads	11	uPM	MIG		2012/13
4.2	Projects Design Ext 4(See Streets and Roads)	11	uPM	MIG		2012/13
5	ROADS					
5.1	DoT Road Maintenance Projects	uPM	DoT	DoT	R8,930,875.84	2012/13
5.2	Rehabilitation of N2	uPM	SANRAL	SANRAL	Not known	2012/13
5.3	Landing Strip To be confirmed)	10	Civil Aviation/TSB	Civil Aviation/TSB	R 200,000.00	2012/13
5.4	uPhongolo Access Roads & Stormwater Wards 1, 3, 4, 5,6, 7, 8, 9,10,11,12,13,14	1,3,4,5,6,7,8,9, 10,11,12,13,14	uPM/PMU	MIG	R 40,500,000	2011/14
5.5	Surfacing of Gravel Road in Ncotshane (Magistrate Office)	2	uPM/PMU	MIG	R16 838 665	2012/13
5.6	Upgrading of Ncotshane Gravel Roads	10	uPM	uPM	R1,000,000	2012/13
5.7	Ward Upliftment –maintenance of informal roads	All wards	Technical	External	R12,000,000	2012/13
5.8	Environmental study-barrow pits	2;10	Technical	External	R400 000	2012/13
5.9	Concrete gabions	10	Technical	uPM	R200 000	2012/13
5.10	Streetlights Ext 4		uPM/PMU	MIG	839,200.00	Pending MIG Financial Year allocation availability
5.11	Ncotshane Township Renewal and Nodal Development Initiative(Taxi Rank)		uPM/PMU	MIG	R14,048,934.6 1	Pending MIG Financial Year

						allocation availability
6	REFUSE					
7	CEMETERIES					
7.1	Belgrade Cemetery Site Development	5	Upm	Upm/COGTA	R 70 000.00	2012/13
7.2	Cemetery Electronic System	10	IT	uPM	R200 000	2014/15
7.3	Upgrading of existing infrastructure at Cemeteries in Pongola, Ncotshane, Belgrade and Magudu		uPM/PMU	MIG	R 10,799,917.00	Pending MIG Financial Year allocation availability
8	LED AND TOURISM					
8.1	Pongola Fruit & Vegetable Canning Factory		Upm	DEDT/COGTA	R 7,529,780	2012/13
8.2	Establishment of LED Strategic Plan	Upm	Upm	COGTA/DEDT	R 100,000	Completed
8.3	LED Forum Establishment	Upm	Upm	Upm /DEDT	-	2012/13
8.4	Belgrade Filling Station Development	5	Upm	Private Enterprise	None	2012/13
8.5	Candover Market Stalls	14	Upm/IMUF	COGTA	R800 000	2012/13
8.6	Empowerment for Food Security Programme	Upm	Upm	DAEA	Determine	2012/13
8.7	SMME Development	Upm	Upm	Upm /DEDT	Determine	2012/13
8.8	Local Business Support Centre	Upm	Upm	DEDT	R10 6 416 - Applied for	2012/13
8.9	Investment & Marketing Plan	Upm	Upm	DEDT	R182 250 – Applied for	2012/13
8.10	Truck Stop Development	11	Upm	COGTA	10 M – Applied for	2011/14
8.11	KwaGumbi Hydroponics Green House	14	Upm	Upm/TIKZN	R2 m Applied for	2011/14
8.12	uPhongolo Fleamarket opposite Junk Shop	11	Upm	COGTA	R2 790 000	2011/13
8.13	Golela Corridor Development Plan	14	Upm/IMUF	COGTA	Applied for	2012/13
8.14	Assessing Development Potential on Jozini North and South Bank	14	IMUF	Ingonyama Trust	R120,000	2011/13
8.15	Pongola Dam Nature Reserve – Infrastructure and Community Conservation Area	14	EKZN	DEAT	R 18,000,000	2010/13
8.16	“Branding” included in the Marketing Plan for Lebombo and St Lucia the Pongolapoort Dam	14	IMUF	Lebombo SDI Committee	R1,100,000	2010/13
8.17	Pongolapoort Dam: Water Based Public-Private Partnerships		ZDM/DWAF	ZDM/Gijima	R 600,000	2010/13
8.18	Golela Border Post – General Upgrading	14	DoW	DoW	R 13,000,000	2010/13
8.19	Pongolapoort Project Facilitation	14	IMUF	COGTA IMUF	R277,000 25%	Appointed and extension of contract
8.20	Lebombo Corridor Development projects: Nodes – Nkonkoni and Golela: Planning Implementation	14	IMUF	COGTA	R2,500,000	2010/13
8.21	Shelter/Warehouse for LED	Urban	LED	UPM	R264 000	2012/13
8.22	Feasibility Studies	uPM	PMU/LED	uPM	R4 000 000	2012/14
8.23	Equipment		LED	uPM	R20 000	2012/13
8.24	Architech & Designs for projects				R100 000	2012/13

8.25	Storage				R250 000	2012/13
8.26	Printer GIS				R70 000	2012/13
8.27	Simdlagentsha Community Game Reserve (SICCP)	3;4;5;6;7 and 12	EKZN	DEAT	R 38,500,000	2011/14
9	HEALTH					
9.1	Itshelejuba Hospital Admin Block and Tuck Shop		Dept of Health	Dept of Health	R 4,364,913	2010/13
9.2	One stop health and information centre at Truck Stop	11	Dept of Health	Dept of Health	Unknown	2010/13
9.3	Participation in HIV/AIDS District Task Team	uPM	uPM	uPM	N/A	2012/13
9.4	Establish a HIV/AIDS Municipal Task Team	uPM	uPM	uPM	N/A	2012/13
9.5	Assess need and source funding for HIV/AIDS Centre	uPM	uPM	uPM	N/A	2012/13
9.6	Support HIV/AIDS programmes of other spheres and NGOs	uPM	uPM	uPM	N/A	2012/13
10	WELFARE					
10.1	Bambanani Food Production		Dep of Social Development	DSWPD	R 400,000	Completed
10.2	Vukayibambe Gardening project		DSWPD	DSWPD	R 500,000	Completed
10.3	Buhlebuyeza Gardening project		DSWPD	DSWPD	R 250,000	Completed
10.4	Sikhanyisele Poultry Project		DSWPD	DSWPD	R 150,000	Completed
10.5	Siyaphambili arts and crafts		DSWPD	DSWPD	R 80,000	Completed
10.6	Fuduka DSWPD Flagship		DSWPD	DSWPD	R 1,000,000	2010/13
10.7	Sinethemba Garden		DSWPD	DSWPD	Not available	2010/13
10.8	One Stop Shop Development Centre Ward		DSWPD	DSWPD	R7,000,000	2010/13
10.9	Sesisondele Fertilizer Storage		DAEA	DAEA	R 300,000	2010/13
10.10	Siyangoba Irrigation		DAEA	DAEA	R 200,000	2010/13
10.11	Mkhwakhweni Maize Production		DAEA	DAEA	R 500,000	2010/13
11	HOUSING					
11.1	Gumbi Settlement Planning	14	ZDM	COGTA	R 500,000	2009/15
11.2	Ncotshane Housing Project	2;10	uPM	DoH	R 13,369,440	2008/14
12	CIVIL PROTECTION					
12.1	Fire Hydrants		uPM	uPM	R 200,000	2012/13
12.2	Disaster Truck Shelter		uPM	UPM	R 200,000	2011/14
12.3	Disaster Camera		uPM	uPM	R5 000	2012/13
13	SAFETY AND SECURITY					
13.1	Furniture and Fittings		uPM	uPM	R6 000	2012/13
13.2	Fire Arms Safe and Ammunition		uPM	uPM	R200 000	2012/13
13.3	Speed Camera ProLaser3		uPM	uPM	R100 000	2012/13
13.4	Network Point for Examiners		uPM	uPM	R5 000	2012/13
13.5	2 Computers & colour Printers		uPM	uPM	R20 000	2012/13
13.6	Municipal Emblem on Municipal Vehicles		uPM	uPM	R5 000	2012/13
13.7	Chairs		uPM	uPM	R10 000	2012/13
13.8	Motorcycle Track		uPM	uPM	R200 000	2012/13
13.9	Sirens		uPM	uPM	R38 000	2012/13
14	ESTABLISHING A COMPREHENSIVE RATES BASE					
15	DEBT REDUCTION AND FINANCIAL					

	MANAGEMENT					
16	PERFORMANCE MANAGEMENT SYSTEM					
16.1	Revise and align Electronic PMS System with IDP, SDBIP, Budget and Turnaround Strategy Plan 2010/2011 (<i>Part of Hands on support programme</i>)	uPM	uPM	COGTA	Determine R725000.00 R120000	2012/14
16.2	Review of PMS/SDBIP/Contracts/PDP/PA/JD					
17	COMMUNICATIONS					
18	WORKFLOW AND DOCUMENT MANAGEMENT SYSTEM					
18.1	Off-site storage of archives	uPM	uPM	uPM	R 120 000	2012/13
19	SKILLS DEVELOPMENT AND EMPLOYMENT EQUITY PLAN					
20	LIBRARY SERVICES					
20.1	Recapitalization of community Libraries	uPM	uPM	Dept. Arts and Culture	R 90 000	2012/13
20.2	Purchase Library Books	uPM	uPM	uPM	R40 000	2012/2013
20.3	Thusong Library	uPM	uPM	Provincial Library Services	-	2012/13
21	INFORMATION TECHNOLOGY					
21.1	IT Upgrading	uPM	uPM	MSIG	R700,000	2012/13
22	STRATEGIC PLAN AND ANNUAL REPORT AND SERVICE CHARTER					
22.1	Annual Report	uPM	uPM	Internal	Determine	2012/13
22.2	Turnaround Strategy	uPM	uPM	Internal	Determine	2012/13
22.3	Service Charter	uPM	uPM	Internal	Determine	2012/13
22.4	Audit Action Plan	uPM	uPM	Internal	Determine	2012/13
23.	ELECTRICITY					
23.1	Prepaid meters		uPM	uPM	R 1 700,000	2010/13
	Sibiyagenkomo 116 connections	uPM	ESKOM	ESKOM		
	Emanyandeni 262 connections	uPM	ESKOM	ESKOM		
	Altona 329 connections	uPM	ESKOM	ESKOM		
	Oranjedal 92 connections	uPM	ESKOM	ESKOM		
	Mgwadlu 788 Connections	uPM	ESKOM	ESKOM		

23.9	Pongola Group#2		uPM	ESKOM/DoE	R38 353 528	2010/14
24	THUBELIHLE LAND CARE					
24.1	Alien Weed Control and Fencing	uPM	DAEA	DAEA	R 650 000	2012/14
25	SPORT AND RECREATION					
25.1	Events & Promotions (KWANALOGA/Mayoral Games)	uPM	uPM	UPM		2012/13
25.2	Equipment	All Pongola	uPM	uPM		2012/13
25.3	Upgrading of Sports facilities in the local Municipal area	Municipal Are	uPM/PMU	MIG	18,328,464.00	Pending MIG Financial Year allocation availability
26	GOOD GOVERNANCE					
26.1	Extension of Council Chamber	11	uPM	uPM	R2 900 000	2012/13
26.2	Furniture PMS Office		uPM	uPM	R25 000 p/a	2012/14
26.3	Furniture Mayor, Deputy Mayor & Secretary		uPM	uPM	R 125 000p/a	2012/14
26.4	Sibiya Traditional Administrative Centre Renovation	3	COGTA	COGTA	R 450 000	2010/13
26.5	Simelane Traditional Administrative Centre Renovation	8	COGTA	COGTA	R 450 000	2010/13
26.6	Corporate services Computer equipment		uPM	uPM	R685 000	2012/14
26.7	Corporate services Chairs		uPM	uPM	R12 000	2012/144
26.8	Water Dispenser		uPM	uPM	R5 000	2012/13
27.	Parks and Gardens					
28.	Municipal Vehicles & Equipment					
29.	Municipal Land & Buildings					
29.1	Air conditioners Belgrade, Ncotshane & Traffic	5;10;11	uPM	uPM	R100 000	2012/13
29.2	Finance Department Furniture		uPM	uPM	R25 000	2012/13
29.3	Financial interns Computer Equipment		uPM	uPM	R60 000	2012/13
29.4	Financial Department Projectors		uPM	uPM	R20 000	2012/13
29.5	CCTV Cameras Traffic/Main & Technical		uPM	uPM	R160 000	2012/13
29.6	Stove for Magut Community Hall	1	uPM	uPM	R150 000	2012/13
29.7	Furniture for Thusong Centre	5	uPM	uPM	R25 000	2012/13
29.8	License Office extension		uPM	uPM	R400 000	2013/14

Highlighted Items indicates projects funded and implemented by uPhongolo Local Municipality

Table 66: Approved MIG Projects 2010/2013

APPROVED MIG PROJECTS 2010/2013									
PRIORITY NO.	Projects	Project Discription	MIS Number	National Approval	Project Value	Project Expenditure to Date	Project Expenditure Planned for 2011/12	Balance on project	Project Status
1	Acces Roads & Related Storm Water in Wards 1,3,4,6,7,8 & 9	Acces Roads & Related Storm Water in Wards 1,3,4,6,7,8 & 9	MIG/R/KZ3285/09/15	Approved	R 40,500,000.00	R 5,519,320.48	R 18,905,097.41	R 16,075,582.11	Contractors appointed, Construction of Phase 1 started during March 2011
2	Ext 4	Pongola New Gravel Roads & Storm Water	MIG/KZH0539/RST/08/10	Approved	R 23,050,455.98	R 22,557,503.39	R 492,952.59	R -	Phase 1,2,3&4 Completed / Phase 5 not to be done
3	Ext 4	Pongola New Gravel Roads & Storm Water - AFA 1	MIG/KZH0539/RST/08/11	Approved	R 11,500,000.00	R 6,692,588.97	R -	R 4,807,411.03	
4	Ncotshane STW Phase 3	Ncotshane RDP Housing - Bulk Stormwater Infrastructure Phase III	MIG/KZH0549/ST/07/09	Approved	R 2,736,000.00	R 2,736,000.00	R -	R -	All work completed
5	Ncotshane STW Phase 3	Bulk Stormwater Infrastructure Phase III - AFA 1	MIG/KZH0549/ST/07/09	Approved	R 1,227,995.38	R 1,227,995.38	R -	R -	
6	Sportsfields	in the uPhongolo Local Municipal area	MIG/KZH1528/CF/08/09	Approved	R 18,328,464.00	R -	R -	R 18,328,464.00	Pending MIG financial year allocation availability
7	Cemeteries	Upgrading of existing infrastructure at Cemeteries in Pongola, Ncotshane, Belgrade and Magudu	MIG/R/KZ/1524/CF/(C)08/10	Approved	R 10,799,917.00	R -	R -	R 10,799,917.00	Pending MIG financial year allocation availability
8	Taxi Rank	Ncotshane Township Renewal and Nodal Development Initiative(Taxi Rank)	MIG/PT/KZ/529/TR/09/12	Approved	R 14,048,934.61	R -	R -	R 14,048,934.61	Pending MIG financial year allocation availability
9	Street Lights	Street Lights Ext 4	MIG/FK/621160026	Approved	R 839,200.00	R -	R -	R 839,200.00	Pending MIG financial year allocation availability
TOTAL					R 123,030,966.97	R 38,733,408.22	R 19,398,050.00	R 64,899,508.75	

I. FINANCIAL PLAN AND SDBIP

1. STRATEGIES

1.1 Revenue Raising Strategies (TAS 1)

- The municipality approves once per annum at the annual budget meeting the rates tariff for the ensuing financial year in terms of the provisions of Section 105 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).
- The municipality approves once per annum at the annual budget meeting the increases in the service tariffs for the ensuing financial year.
- Electricity tariffs are submitted to the National Electricity Regulator (NER) for approval prior to implementation.
- Consumer meters are read on a monthly basis, accounts are sent out monthly, with payment dates clearly reflected thereon.
- Where payment is not secured by the due date, a termination report is prepared and disconnection is effected if non-payment prevails. If payment is not secured within one month of the specified date, the consumer deposit is used to for payment and he account is handed over to the legal advisors of the municipality for collection. In some instances a tracing agent is employed on the basis of .no trace no pay..
- Rates are payable by 30 November of the financial year and outstanding rates accounts are dealt with in terms of the provisions of Section 172 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).
- Cashiers are available during normal business hours in each of the urban nodes of Pongola, Belgrade and Ncotshane.
- All monies received are collected by a security company and deposited into the current account of the municipality. A monthly bank reconciliation is done to balance the cash books of the municipality.
- The implementation of the Municipality's Credit Control And Debt Collection Policy
- The implementation of the Municipality's Indigent Policy

1.2 Financial Management Strategies (TAS 1)

- The financial matters of the municipality are managed by the Manager Financial Services. (CFO)
- The Council of the municipality approves the Financial Regulations applicable to all financial transactions of the municipality.

- The **Income Section** in the Financial Department is responsible for all the revenue accounts of the municipality and consists of an Accountant, Chief Clerk Credit Control, Senior Clerk (Property Tax and User Accounts), Meter Reader and Cashiers.
- The **Expenditure Section** in the Financial Department is responsible for salaries, stores and the payment of creditor accounts. In terms of the Financial Regulations of the municipality, this section also acts as the buyer for the municipality. The section consists of an Accountant, Paymaster, Creditors & Reconciliation Clerks, Salaries Clerks, Supply Chain Management Officer, Stores/Buyer/Clerk and a Chief Clerk Asset Management.
- The Manager Financial Services is responsible for the compilation of the municipality's Capital and Operating Budget and this is based on the information provided by the departments of the municipality) Municipal Manager, Manager Corporate Services, Manager Engineering Services, Manager Community Services, Manager Protection Services and Manager Financial Services and Mayoral Office).
- The Manager Financial Services recommends to the Council of the municipality the tariffs that will enable the municipality to balance the annual budget.
- In terms of the provisions of Section 10G of the Local Government Transition Act, 1993 (Act 209 of 1993) as well as the Local Authorities Ordinance, 1974 (Ordinance 25 of 19974), the Manager Financial Services is responsible for the balancing of the Financial Statements of the municipality within 3 months from the end of a financial year which ends on 30 June.

1.3 Asset Management Strategies (TAS 2)

- All the departmental managers take charge of the assets in his/her department.
- Each manager is charged with the responsibility of indicating the maintenance costs within his/her department's operating budget in order to ensure cost effectiveness in terms of the use of assets.
- The Council has adopted a policy in terms of which the life span of assets is determined and replacement takes place only when such a date is reached.
- Assets having reached the pre-determined life span are sold in terms of the provisions of Section 189 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).
- The Manager Financial Services is responsible for the insurance cover of all the assets of the municipality.
- The development and implementation of a fixed asset register and asset control system as well as the maintenance thereof

1.4 Capital Financing Strategies

- The basic capital projects of the municipality are funded from internal funds in term of the provisions of Section 109 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).

- Ad-hoc capital projects are mostly funded from grant funding and implementation of an ad-hoc capital project commences only when the grant funding has been received.
- Smaller ad-hoc capital projects are funded from the internal funds of the municipality, where possible.
- A portion of the equitable share of the municipality is being used to fund ad-hoc capital projects in the rural areas so that basic services can be provided to indigent communities.

1.4 Capital Budget

The municipality has a record budget total of R141 183 123 which represents 17 % increase from previous year (R120,575,461 :2011/12) aimed at achieving implementing municipal strategic Integrated Development plan objectives that identify and prioritize the community based projects.

Consisting the Operating Budget of R109 525 673 and Capital budget of R31,657,450 , this annual financial plan reiterate municipal commitment to address the challenges of job creation, poverty alleviation and also building and maintenance of basic infrastructure for economic growth and business development. The Capital Budget of R31, 657, 450 is largely informed by the needs submitted by the community in different wards, and continue to show continued effort by the municipality to respond to the challenges of basic infrastructure and services delivery needs of previously neglected and marginalized communities.

The Capital investment has been mainly in rural electrification, Access Roads, and Storm Water and we are also in a process of resuscitating the housing project that will see more deserving marginalized families given descent shelters in order to live life with dignity and respect.

Some of the major Capital Projects that are commissioned to continue in 2012/13 include:

Rural Electrification in areas such as:

- Mgwadlu;
- Altona;
- Emanyandeni;
- Sibiyangenkomo;
- Oranjedaal.

This will eventually see the total of 1,586 families in these areas getting electrical connection and this will mean the increase of household grid connection of 32% within our municipal area.

COMMISSIONED PROJECTS

1. Successful Projects

I. Flea market

The municipality has commissioned a project to give local beaters and crafters a trading place so that they can have market access within urban zone.

Project Value

R3, 5 million

Targeted number of beneficiaries

150 SMME's

Project Milestone

Site handed over to the contractor, earthworks complete and top structure construction has begun.

1. Rural Electrification Project

The municipality has secured funding from Department of Energy provide grid connection to 1,586 household living in areas under the administration of Amakhosi around uPhongolo.

Project Value

R 17 million

Targeted Beneficiaries

a. Mgwadlu	:788;
b. Altona	:328;
c. Siyangenkomo	:262;
d. Emanyandeni	:116;
e. Oranjedaal	: 92.
Total	: 1586

Project Milestone

230 households are almost ready for connection.

2. Rural Access Roads and Urban Road Maintenance, Storm water Drains

The municipality has a MIG program of maintaining rural gravel roads and builds new ones for residents living in previously neglected areas of Amakhosi and another tie of the program is focusing on urban roads maintenance and upgrading.

Project Value,

Roads and Storm Water drains: R15, 352million;

Project milestone

Ongoing and the total budget allocated will be spent within projected time frame.

3. Reinstating the incomplete housing project

The municipality undertook to continue building the remainder of 1,100 houses in Ncotshana Township and this project was commissioned in 2006 and is still yet too finished.

Project Value

R41, million

Project milestone

- a) 217 homes complete and allocated to beneficiaries ;
- b) 33 still incomplete.

Project remedial action taken.

The KV3 consulting has been appointed as new implementing agent and new

- SG plans developed;
- Geotechnical report finished.

The new housing project application has been filed with the department and waiting for approval from MEC. This project will be separately funded by the province and is not part of planned municipal capital funding.

The operating budget of R109, 525,673 which is used to fund provision of services provided by the municipality, increased from R 94,496,661 in 2011/12 is partly as a result of increase in bulk purchased of electricity, general increase in prices as result of higher energy costs and higher costs of addressing the service delivery backlogs, rehabilitation and maintenance of the infrastructure. The municipal funds are limited and therefore the mayor stressed the need to efficiently utilize the available funds in order to optimize service delivery.

The municipality will focus on creating enabling environment that will be attractive to investment and job creation.

The current rural electrification will leverage rise of 32% household grid connection within the financial year 2012/13. The refuse collection is the service offered to urban and rural household and is currently running at 100% .This means all households in urban and rural areas have basic service of at least once a week refuse collection. All the business establishments have dedicated refuse collection service as prescribed by their unique circumstances. The upgrading of roads from to a black top remains a challenge to address as this requires huge capital outlay, but nevertheless this remains as the municipal priority. The access roads that serve a clustered rural household always receive priority in our gravel roads roll out plan.

Municipal Tariffs

Council has approved the property rates tariff increase of 5.9% with relevant rebates as outlined on attached tariffs of charges in annexure III of this budget.

The council has approved 20% increase in electricity in order to:

- I. Fund an increased service provisioning costs;
- II. Adjust the rates as per 16% increase granted to Eskom as from the 1st of July 2012.

These tariffs were approved with sensitivity and full appreciation of current economic climate, but for the municipality to continue to provide sustainable basic service and invest in infrastructure

for the benefit of all municipal inhabitants these rates adjustments are highly justified and appropriate.

The mayor assured the residents that the municipality is against any form of corruption and maladministration, and he extended an invitation to all citizens of uPhongolo to partner with the council in making this municipality sustainable and successful in the mission to alleviate poverty, job creation and give hope to our people.

Table 67: Budget 2012/2013

1 THE BUDGET FOR 2012/2013

The following set of graphs give an overview of the Municipal Budget for the 2012/2013 financial year that is to be adopted adopted by Council on the 26 of April 2012:

MUNICIPAL BUDGET	2012/2013	2011/12
OPERATING BUDGET	R 109,525,673	94,496,661
CAPITAL BUDGET	R 31,657,450	26,078,800
TOTAL BUDGET	R 141,183,123	R 120,575,461

Graph 8: Municipal Budget 2012/2013

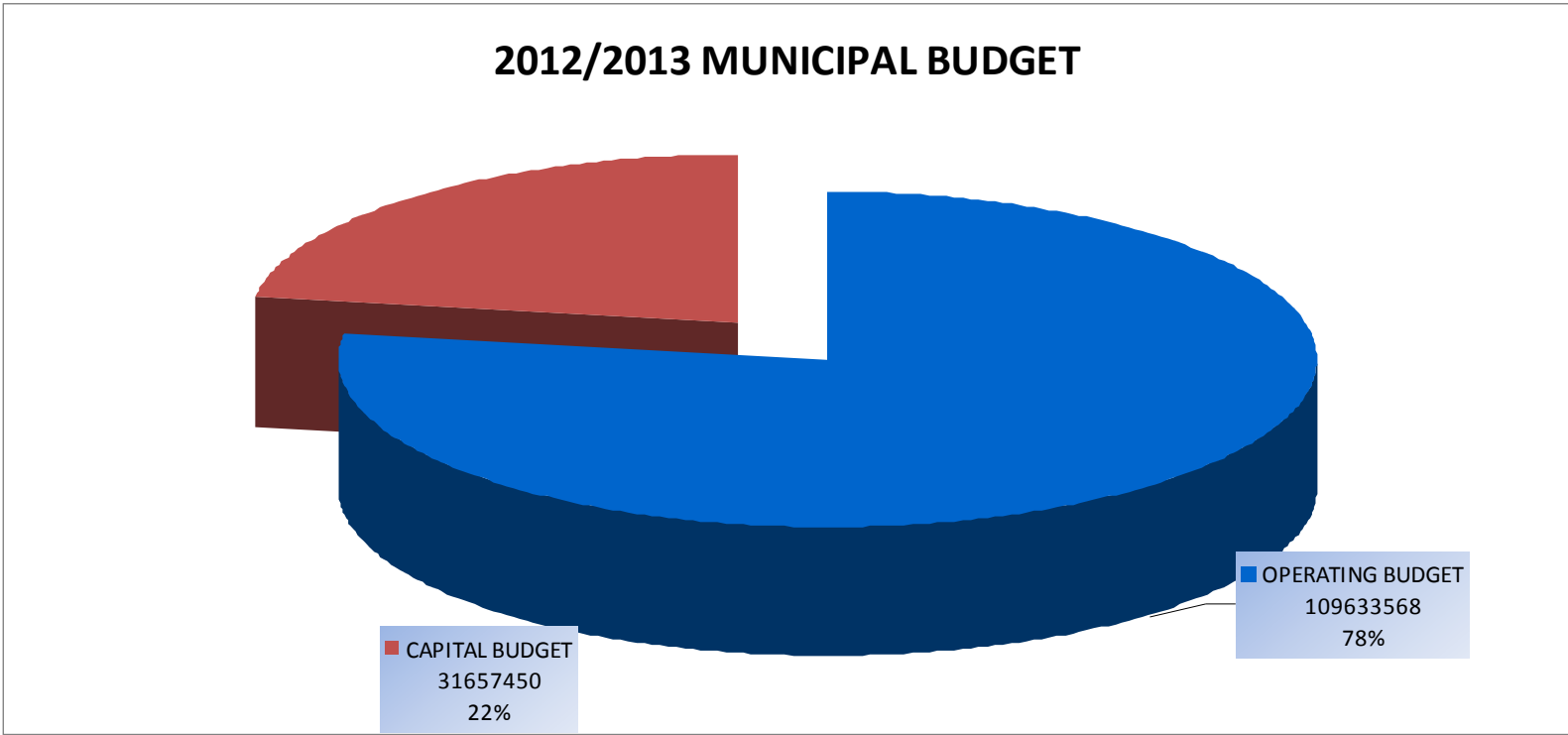


Table 68: Capital Budget

2 CAPITAL BUDGET

SOURCES OF FUNDING	
Municipal Infrastructure Grant	R 19,352,450
Department Of Energy	R 8,000,000
Loan raised	R 2,900,000
Own Revenue	R 1,405,000
TOTAL CAPITAL BUDGET	
R 31,657,450	

Graph 9: Sources of Funding

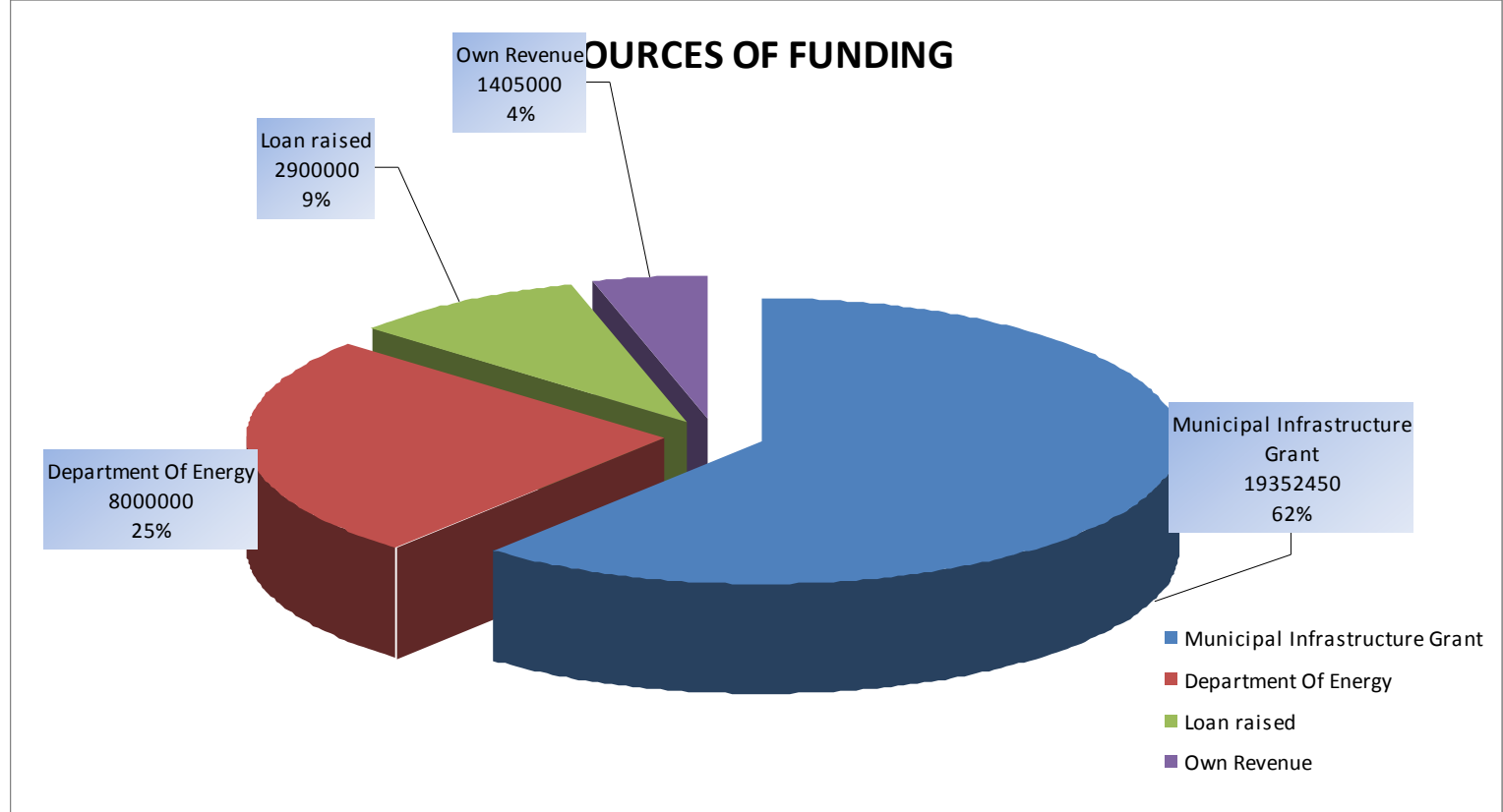
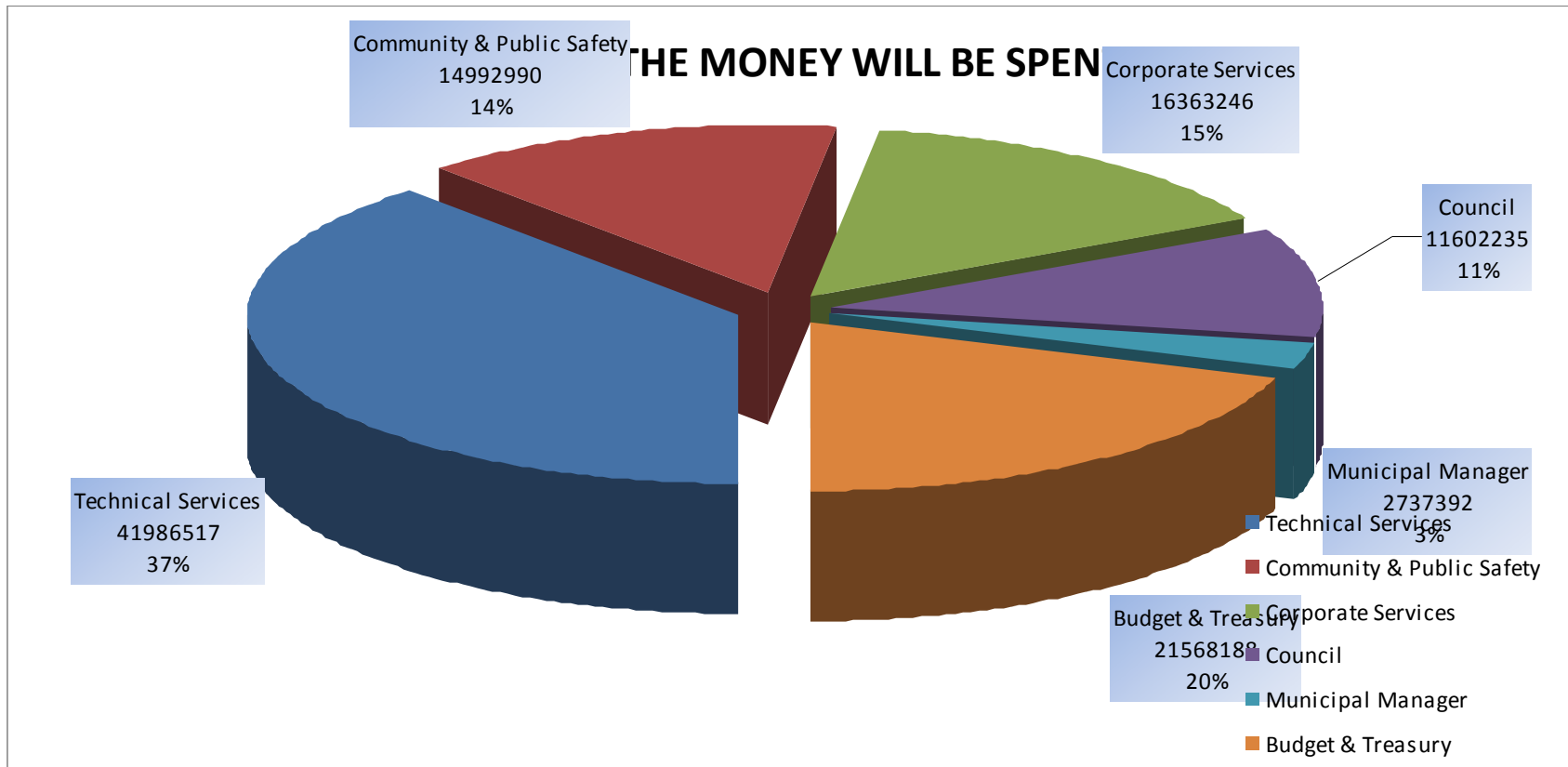


Table 69: Where the Money will be Spent

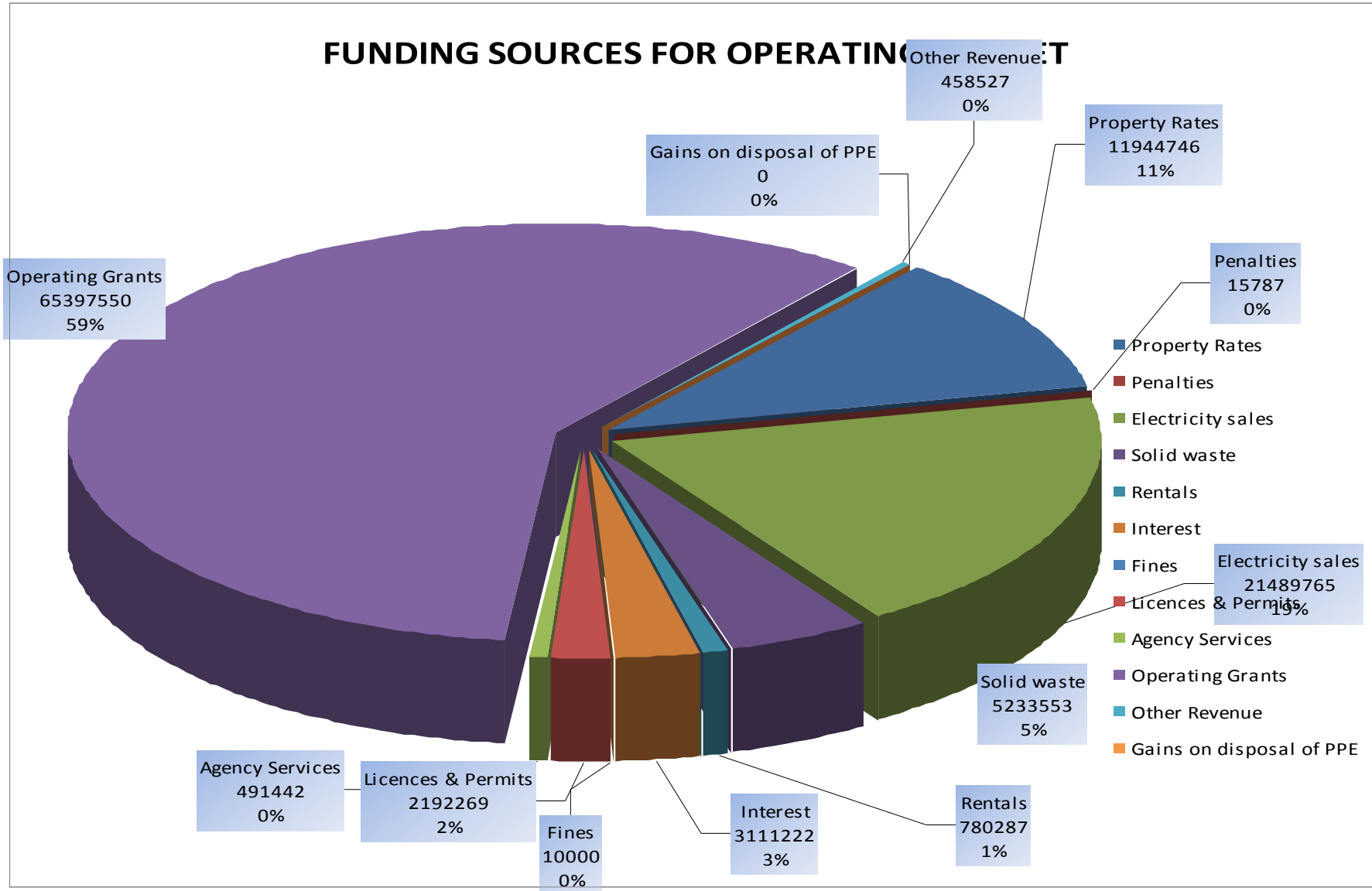
	2012/13	2011/12
Technical Services	R 42,257,901	42,434,304
Community & Public Safety	R 16,205,919	15,457,720
Corporate Services	R 15,201,172	11,592,643
Council	R 11,602,235	11,790,832
Municipal Manager	R 2,790,257	1,446,063
Budget & Treasury	R 21,568,188	11,775,097
Total Operating Expenditure	R 109,625,672	94,496,659

Graph 10: Where the Money will be Spent



4 OPERATING BUDGET

Graph 11: Funding Sources for Operating Budget



Graph 12: How the Money will be spent

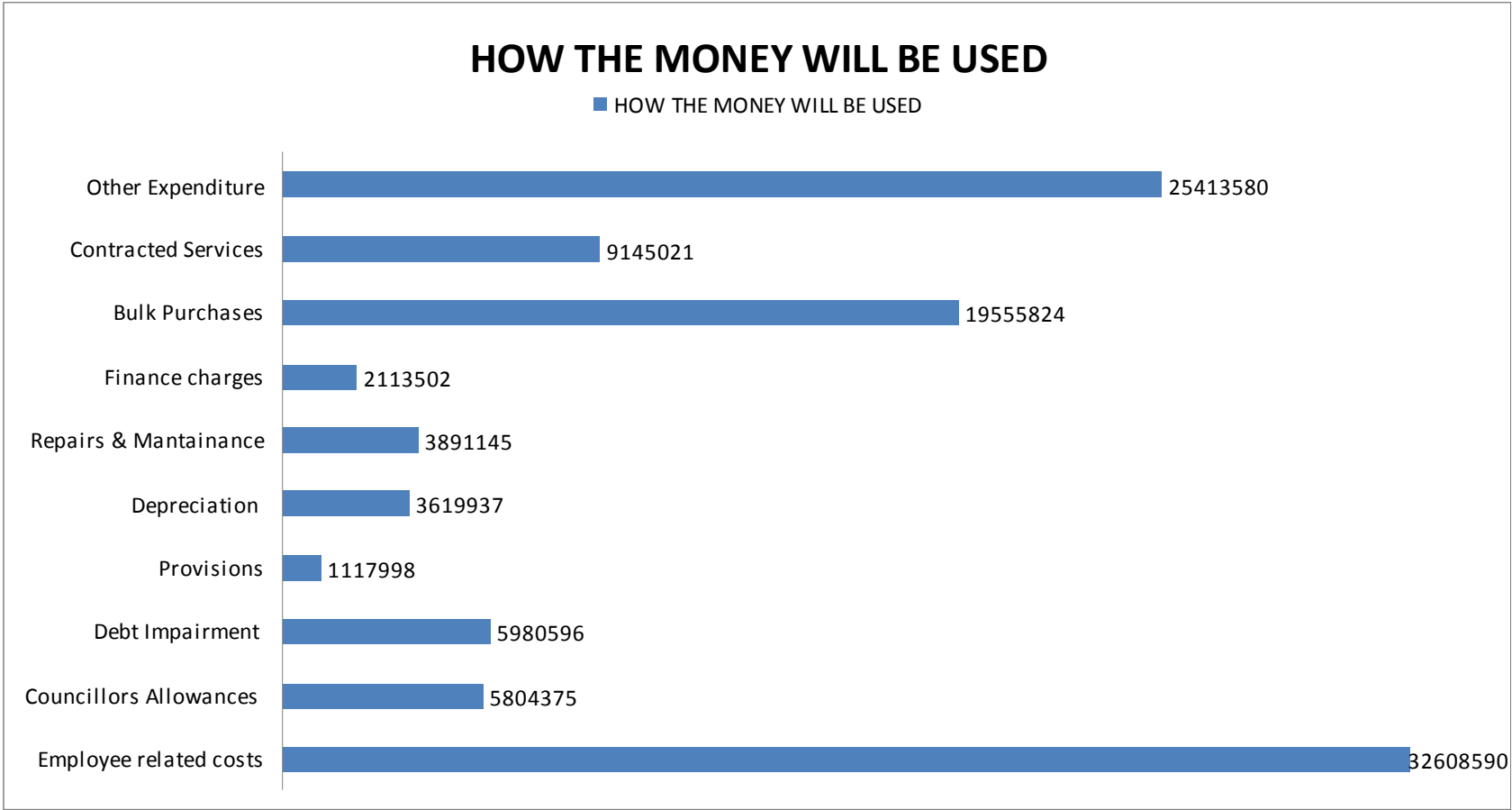


Table 70: Funding Sources for Operation Budget

FUNDING SOURCES FOR OPERATING BUDGET			2012/13	2011/12
Property Rates			R 11,944,746	10,189,280
Penalties			R 15,787	4,200
Electricity sales			R 21,489,765	18,764,074
Solid waste			R 5,233,553	4,923,106
Rentals			R 780,287	561,504
Interest			R 3,111,222	2,921,529
Fines			R 10,000	160,000
Licences & Permits			R 2,192,269	2,352,845
Agency Services			R 491,442	832,905
Operating Grants			R 65,397,550	60,313,000
Other Revenue			R 458,527	660,553
Gains on disposal of PPE			R 0	2,282,405
			R 111,125,148	R 103,965,401
HOW THE MONEY WILL BE USED				
Employee related costs			R 32,608,590	28,250,459
Councillors Allowances			R 5,804,375	5,849,479
Debt Impairment			R 5,980,596	6,122,597
Provisions			R 1,117,998	1,297,713
Depreciation			R 3,619,937	2,209,663
Repairs & Maintenance			R 3,891,145	4,149,662
Finance charges			R 2,113,502	852,913
Bulk Purchases			R 19,555,824	15,560,839
Contracted Services			R 9,145,021	9,281,391
Other Expenditure			R 25,688,685	20,921,945
			R 109,525,673	R 94,496,661

**2. SERVICE DELIVERY AND BUDGET IMPLEMENTATION
PLAN 2012/13 (SDBIP)**

The draft SDBIP includes monthly projections of revenue by source, monthly projections of revenue and expenditure by vote, quarterly projections for service delivery targets and other performance indicators, a detailed capital plan, a capital plan by GFS classification, monthly cash flows by source and equitable share monthly cash flows. Due to the size of the document (the SDBIP), only the Quarterly Targets for 2012/2013 are reflected in this Section.

The Municipality, as required by legislation, has the following Policies in place which are being implemented. Further, these Policies are revised as and when required:

- Credit Control and Debt Collection Policy
- Provision for Bad Debt and Debt Management Policy
- Investment and Cash Management Policy

The detailed Operational Service Delivery Targets for ad hoc and basic capital projects, as well as other activities linked to the operational functions of the Municipality, have been extracted from the draft SDBIP for the Municipality, and is set out in the table overleaf. This constitutes the detailed Quarterly Targets of the Municipality for 2012/2013:

Only Corporate Services Department Submitted.

Table 71: Quarterly Projections for Services Delivery Targets and other Performance Indicators 2012/2013

Quarterly Projections for Service Delivery Targets and other Performance Indicators 2012/2013

Quarterly Projections for Service Delivery Targets and other Performance Indicators 2012/2013												
Vote/Indicator	Unit of Measurement	Annual Target	Revised Target	Quarterly Targets								Explanation of Variance
				Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
Department - Corporate Services												

Quarterly Projections for Service Delivery Targets and other Performance Indicators 2012/2013

								Quarterly Targets						
Vote/Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual			
Department - Corporate Services														
7. Vote: By-Laws drafted to be approved by Council														
	Fleet Management By-Laws	100%		100%										
	Housing By-Laws	100%		100%										
	Municipal Building By-Laws	100%		100%										
	Municipal Land By-Laws	100%		100%										
	Parks / Open spaces By-Laws	100%		100%										
	Peace Initiative By-Laws	100%		100%										
	Property Encroachment By-Laws	100%		100%										
	Road Management By-Laws	100%		100%										
	Safety and Health By-Laws	100%		100%										
	Sewer and Draining By-Laws	100%		100%										
	Storm water Management By-Laws	100%		100%										
	Waste Management By-Laws	100%		100%										
	Water By-Laws	100%		100%										
8. Vote: Policies and By-Laws														
New Policies drafted to be approved by Council														
	Chronic Illness Policy	100%		100%										
	Confidentiality Policy	100%		100%										
	Unpaid Leave Policy	100%		100%										
	Staff Statement to the Media Policy	100%		100%										
	Nepotism Policy	100%		100%										
	Uniform and Protective Clothing Policy	100%		100%										
	Whistle Blowing Policy	100%		100%										
	Induction Policy	100%		100%										
	Dispute Resolution Policy	100%		100%										
	Municipal Code	100%		100%										
New By-Laws to be drafted														
	Truck Stop By-Laws	100%		25%		50%		75%		100%				
	Fleet Management By-Laws	All		25%		50%		75%		100%				
	Property Encroachment By-Laws	All		25%		50%		75%		100%				
	Municipal Building By-Laws	All		25%		50%		75%		100%				

Quarterly Projections for Service Delivery Targets and other Performance Indicators 2012/2013

		Quarterly Projections for Service Delivery Targets and Other Performance Indicators 2012/2013		Quarterly Targets									
Vote/Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance	
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual		
	Property Encroachment By-Laws	All		25%	5%	50%	5%	75%	5%	100%			
<u>New Policies to be Drafted</u>													
	Chronic Illness Policy	All		25%		50%		75%		100%			
	Confidentiality Policy	All		25%		50%		75%		100%			
	Unpaid Leave Policy	All		25%		50%		75%		100%			
	Staff Statement to the Media Policy	All		25%		50%		75%		100%			
	Whistle Blowing Policy	All		25%		50%		75%		100%			
<u>Department - Corporate Services</u>													
9. Vote: Communications Plan	Business Plan 2013/2014	100%						1					
	Newspapers External and Internal	100%		2		2		2		2			
<u>10. Vote: Human Resources</u>													
Staff	Management	100%		25%		50%		100%		100%			
Service Providers	Management	100%		25%		50%		100%		100%			
Training / Induction Manual		100%		25%		50%		75%		100%			
<u>11. Vote: Archives</u>													
Management	Implementation	100%		70%		100%		100%		100%			
	Management	100%		100%		100%		100%		100%			
	Legislation	100%		25%		50%		75%		100%			
<u>12. Vote: Post and Faxing</u>													
Incoming post and fax		100%		100%		100%		100%		100%			
Outgoing posts and fax		100%		100%		100%		100%		100%			

Quarterly Projections for Service Delivery Targets and other Performance Indicators 2012/2013

Quarterly Projections for Service Delivery Targets and Other Performance Indicators 2012/2013												
Vote/Indicator	Unit of Measurement	Annual Target	Revised Target	Quarterly Targets								Explanation of Variance
				Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
Department - Corporate Services												
13. Vote: Rental agreements												
	Agreements	100%		100%		100%		100%		100%		
14. Vote: IT												
	Security Implementation	100%		100%		100%		100%		100%		
	Upgrade of Soft and Hardware	100%		100%		100%		100%		100%		
	Licensing of antivirus and firewall	100%		100%		100%		100%		100%		
	IT Strategic Plan	100%		100%		100%		100%		100%		
15. Capital Projects												
	Computer equipment and software update R685 000.00	100%		25%		50%		75%		100%		
	Archives - of site storage R120 000.00	100%		25%		50%		75%		100%		
	Chairs R12 000	100%		25%		50%		75%		100%		
	Library Books R40 000.00	100%		25%		50%		75%		100%		
	Computer equipment PMS Office R25 000	100%		25%		50%		75%		100%		
	Furniture, Speaker, Mayor and Deputy Mayor and Secretary to Deputy Mayor R125 000.00	100%		25%		50%		75%		100%		

J. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Not submitted

ANNEXURE J.1
DETAILED SPATIAL DEVELOPMENT FRAMEWORK

ANNEXURE J.2
DETAILED DISASTER MANAGEMENT PLAN

APPRNDIX 1
COUNCIL APPROVED PRIORITY PROJECT LIST

APPENDIX 2 COMPLETE ORGANOGRAM